



ALEXANDRU IOAN CUZA  
UNIVERSITY OF IAȘI



FACULTY OF ECONOMICS  
AND BUSINESS ADMINISTRATION



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# CHALLENGES AND DYNAMICS OF EUROPEAN ADMINISTRATIVE AREA

▪ **INTERNATIONAL CONFERENCE** ▪

## PROGRAMME & ABSTRACTS

22<sup>ND</sup> - 23<sup>RD</sup> OF JUNE 2023



UNIVERSITÉ DU  
LUXEMBOURG



LUXEMBOURG CENTRE FOR  
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# EU-PAIR

## EU PUBLIC ADMINISTRATION INTEGRATION AND RESILIENCE STUDIES

JEAN MONNET CHAIR, PROJECT NO. ERASMUS-JMO-2021-HAI-TCH-RSCH-101047526





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Jean Monnet Chair. EU Public Administration Integration and Resilience Studies  
**EU-PAIR**

*Project no. ERASMUS-JMO-2021-HAI-TCH-RSCH-101047526*

## **2023 EU-PAIR**

### **2<sup>nd</sup> Edition of the Annual International Conference**

### **“Challenges and Dynamics of European Administrative Area”**

**22<sup>nd</sup> – 23<sup>rd</sup> of JUNE 2023**

**IAȘI, ROMÂNIA**

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## Conference Programme

Friday, 23<sup>rd</sup> of June 2023

<p>9:30 a.m. – 10:00 a.m.</p>	<p style="text-align: center;"><b>Registration of the participants</b> Alexandru Ioan Cuza University of Iasi – Senate Room Building A, Blvd. Carol nr. 11, Iasi and on-line <i>via</i> Microsoft Teams</p>
<p>10:00 a.m. – 10:30 a.m.</p>	<p style="text-align: center;"><b>Opening ceremony - Welcome address (<a href="#">link</a>)</b></p> <p style="text-align: center;">***</p> <p style="text-align: center;"><b>Keynote Speakers:</b></p> <p style="text-align: center;"><b>Professor, PhD. Tudorel TOADER</b> Rector of the Alexandru Ioan Cuza University of Iasi, Romania</p> <p style="text-align: center;"><b>Professor, PhD. Mihaela ONOFREI</b> Honorary President of the <i>EU-PAIR 2023 International Conference</i> and Vice-Rector of Alexandru Ioan Cuza University of Iasi, Romania</p> <p style="text-align: center;"><b>Professor, PhD. Catherine LÉGLU</b> Vice-Rector for Academic affairs of the University of Luxembourg <i>Video message</i></p> <p style="text-align: center;"><b>Professor, PhD. Teodora ROMAN</b> Dean of the Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iasi, Romania</p> <p style="text-align: center;"><b>Chair:</b> <b>Professor, PhD. Hab. Ana-Maria BERCU</b> Jean Monnet Chair holder of the <i>EU-PAIR 2023 International Conference</i></p>
<p>10:30 a.m. – 11:30 a.m.</p>	<p style="text-align: center;"><b>Plenary Session I (<a href="#">link</a>)</b> <b>Luxembourg and Europe: Hindsight and Prospects</b></p> <p style="text-align: center;">***</p> <p style="text-align: center;"><b>Invited Speakers:</b></p> <p style="text-align: center;"><b>Her Excellency Madame Elisabeth Cardoso JORDÃO</b> Ambassador of the Grand Duchy of Luxembourg to Romania</p> <p style="text-align: center;"><b>Research Scientist, PhD. Elena DANESCU</b> Research Scientist at Luxembourg Centre for Contemporary and Digital History/ Coordinator of Europe Direct at the University of Luxembourg</p> <p style="text-align: center;"><b>Chair:</b> <b>Professor, PhD. Hab. Ana-Maria BERCU</b> Jean Monnet Chair holder of the <i>EU-PAIR 2023 International Conference</i></p>



<p>11:30 a.m. – 12:00 p.m.</p>	<p style="text-align: center;"><b>Inauguration of the Exhibition</b> The Hall of the Echoing Footsteps (ro., Sala Pasilor Pierduti)</p> <p style="text-align: center;">***</p> <p style="text-align: center;"><b>“Pierre Werner – a Life dedicated to Luxembourg and Europe”</b> <i>organized by Europe Direct University of Luxembourg (EDIC), University of Luxembourg and Luxembourg Centre for Contemporary and Digital History (C2DH). Design, texts, documentation, and layout: Henri Werner</i></p>
<p>12:00 p.m. – 1:00 p.m.</p>	<p style="text-align: center;"><b>Plenary Session II (<a href="#">link</a>)</b></p> <p style="text-align: center;">***</p> <p style="text-align: center;"><b>Invited Speakers:</b></p> <p style="text-align: center;"><b>Professor, PhD. Gilles GRIN</b> Director of Jean Monnet Foundation for Europe, in Lausanne, Switzerland <b>Europe at a Crossroads: An Analysis of Current and Future Challenges with a Historical Perspective</b></p> <p style="text-align: center;"><b>Professor, PhD. Davide ANTONIOLI</b> University of Ferrara, Italy <b>At the crossroad of different research fields: industrial relations, smart workers, smart cities – the IRsmart project and beyond</b></p> <p style="text-align: center;"><b>Chair:</b> <b>Professor, PhD. Hab. Ana-Maria BERCU</b> Jean Monnet Chair holder of the <i>EU-PAIR 2023 International Conference</i></p>
<p>1:15 p.m. – 2:30 p.m.</p>	<p style="text-align: center;"><b>Lunch break</b></p> <p style="text-align: center;">at the Academics House Restaurant (ro., Casa Universitarilor)</p>
<p>3:00 p.m. – 5:45 p.m.</p>	<p style="text-align: center;"><b>Parallel Sessions</b> B Building of the Alexandru Ioan Cuza University of Iasi, 2<sup>nd</sup> Floor</p> <p style="text-align: center;">***</p> <p>Track 1a and 1b: Performance Management in EU Public Affairs and Business Track 2a and 2b: EU Public Affairs and Business Resilience and Cohesion Track 3a and 3b: Policies and Strategies in EU Public Affairs and Business Track 4: Smart-Working and Smart-Cities in the EU Track 5: Artificial Intelligence in the EU Administrative Area Track 6: Accounting in the EU Administrative Area</p>





<p>7:00 p.m. – 9:00 p.m.</p>	<p style="text-align: center;"><b>Cocktail Reception</b></p> <p style="text-align: center;">at the Academics House Restaurant (ro., Casa Universitarilor)</p> <p style="text-align: center;"><b>Hosted by</b> <b>H.E. Mrs. Elisabeth CARDOSO JORDÃO</b> Ambassador of the Grand Duchy of Luxembourg to Romania</p>
<p>Thursday 22<sup>nd</sup> of June 2023  5:00 p.m. – 8:00 p.m.</p>	<p style="text-align: center;"><b>Workshop:</b> <b>“Young Professionals in European Administrative Area”</b></p> <p style="text-align: center;">***</p> <p style="text-align: center;"><b>Chairs:</b> <b>Associate Professor, PhD. Elena CIGU</b> Alexandru Ioan Cuza University of Iasi, Romania</p> <p style="text-align: center;"><b>Assistant Professor, PhD. Anca Florentina VATAMANU</b> Alexandru Ioan Cuza University of Iasi, Romania</p>



### **Track 1a: Performance Management in EU Public Affairs and Business**

**Room B524**

**Chair:**

Associate Professor PhD. Irina BILAN, Alexandru Ioan Cuza University of Iasi, Romania

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### **Track 1b: Performance Management in EU Public Affairs and Business**

**Room B523**

**Chair:**

Professor PhD. Sorin Gabriel ANTON, Alexandru Ioan Cuza University of Iasi, Romania

\*\*\*

### **Track 2a: EU Public Affairs and Business Resilience and Cohesion**

**Room B607**

**Chair:**

Professor PhD. Gabriela BOLDUREANU, Alexandru Ioan Cuza University of Iasi, Romania

\*\*\*

### **Track 2b: EU Public Affairs and Business Resilience and Cohesion**

**Room B611**

**Chair:**

Associate Professor PhD. Claudia Iuliana STOIAN, Alexandru Ioan Cuza University of Iasi, Romania

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### **Track 3a: Policies and Strategies in EU Public Affairs and Business**

**On-line – Microsoft Teams ([Link](#))**

**Chair:**

Professor PhD. Adina DORNEAN, Alexandru Ioan Cuza University of Iasi, Romania

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### **Track 3b: Policies and Strategies in EU Public Affairs and Business**

**Room B502 and on-line Microsoft Teams ([Link](#))**

**Chair:**

Associate Professor PhD. Ada-Iuliana POPESCU, Alexandru Ioan Cuza University of Iasi, Romania





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#### **Track 4: Smart-Working and Smart-Cities in the EU**

**Room B503 and on-line Microsoft Teams ([Link](#))**

##### **Chairs:**

Professor PhD., Davide ANTONIOLI, University of Ferrara, Italy

Lecturer PhD. Alexandru RUSU, Alexandru Ioan Cuza University of Iasi, Romania

\*\*\*

#### **Track 5: Artificial Intelligence in the EU Administrative Area**

**Room B504**

##### **Chair:**

Professor PhD. Adrian IFTENE, Alexandru Ioan Cuza University of Iasi, Romania

\*\*\*

#### **Track 6: Accounting in the EU Administrative Area**

**Room B525**

##### **Chair:**

Professor PhD. Ioan-Bogdan ROBU, Alexandru Ioan Cuza University of Iasi, Romania

#### **Rules for 2023 EU-PAIR on-line meetings, via Microsoft Teams:**

- The working sessions links will be available for all the participants, at the scheduled time.
- To join the meeting, the participants are required to use the specific link, to provide their name and to wait for the organizer's approval for entering the meeting room.
- During the meeting, all the attendees will be muted, and they should unmute themselves only while speaking.
- The organizers of the meetings have the possibility to mute/unmute the attendees, to grant them presenters' rights to show their computer screen and to remove any participant from the ongoing meeting.

**Looking forward seeing you during 2023 EU-PAIR working sessions!**





## PLENARY SESSION

### 2023 EU-PAIR ANNUAL INTERNATIONAL CONFERENCE “CHALLENGES AND DYNAMICS OF EUROPEAN ADMINISTRATIVE AREA”

#### „LUXEMBOURG AND EUROPE: HINDSIGHT AND PROSPECTS”

ELENA DĂNESCU

*Luxembourg Centre for Contemporary and Digital History, University of Luxembourg*  
[elena.danescu@uni.lu](mailto:elena.danescu@uni.lu)

**Abstract:** With a total area of 2,586 km<sup>2</sup> and a population of 660,809 inhabitants (January 20232), with a peculiar geopolitical and historical situation – a multicultural and multilingual nation neighbored by France and Germany – the Grand-Duchy of Luxembourg is one of the smallest countries in Europe, and ranked 176th in size – but the 1<sup>st</sup> in terms of wealth (with a GDP of 114 370 € /capita) – among the 195 independent states around the world. For the country, adopting an international outlook both for reasons of security and to give itself access so larger markets, had always been essential. After the Second World War, in line with its new strategic choice Luxembourg has renounced its neutrality status and resolutely set out on the road to international multilateralism and European integration, being in 1951 one of the six founding members of the European Coal and Steel Community (ECSC), and in 1952 - the workplace of the newly established European Community institutions, and subsequently one of the “permanent capitals” of the European Union’s institutions, alongside Bruxelles and Strasbourg. Since then, Luxembourg has played and continues to act as a mediator and a force for ideas in the EU, either as a member State, or through some of its leaders.

Based on a wide range of sources, this session aims to illustrate how the Grand-Duchy had become a master of small states diplomacy and a consensus builder in the European integration process, to highlight that the influential nature of its leadership gave Luxembourg a role that far outweighed the country’s socio-economic impact, and to explore future challenges and issues posed by the dynamic European and international situation.



## PIERRE WERNER (1913-2002) – A LIFE DEDICATED TO LUXEMBOURG AND EUROPE

ELENA DĂNESCU

*Luxembourg Centre for Contemporary and Digital History, University of Luxembourg*  
[elena.danescu@uni.lu](mailto:elena.danescu@uni.lu)

As a long-standing senior civil servant, minister and Prime Minister from the end of the Second World War until the mid-1980s, Pierre Werner gave his country, the Grand Duchy of Luxembourg, a voice that would be heard beyond its borders. He was closely involved in integration and policy-making efforts at the national, regional and European levels. He was an excellent listener and known for his skills of understanding and reconciling apparently incompatible positions. He was committed to defending the vital interests of Luxembourg and Europe over the long term. Pierre Werner is unanimously recognized as one of the main architects of Economic and Monetary Union: the 1970 Werner Report sketched out the fundamental features of what would later become the euro.

Based essentially on Pierre Werner's private collections and other relevant Luxembourg and European archives, the exhibition aims to paint a picture of Pierre Werner from various angles – his personality, his role as a father and family man, his social ties and intellectual interests, while also outlining his thinking and his achievements as a politician and committed European.

Pierre Werner was the first Luxembourger to be elected as an honorary member of the Romanian Academy (in 1993), to be awarded a honorary doctorate from the Lucian Blaga University of Sibiu and to be named as an honorary citizen of the city of Sibiu (in 1998).

Organisers: Europe Direct University of Luxembourg (EDIC), University of Luxembourg and Luxembourg Centre for Contemporary and Digital History (C<sup>2</sup>DH)

Design, texts, documentation and layout: Henri Werner

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## EUROPE AT A CROSSROADS: AN ANALYSIS OF CURRENT AND FUTURE CHALLENGES WITH A HISTORICAL PERSPECTIVE

GILLES GRIN

*Jean Monnet Foundation for Europe, The University of Lausanne, Switzerland*

**Abstract:** Europe stands at a crossroads. The purpose of this presentation is to analyze key current and future challenges faced by the EU with a historical perspective. We shall address successively political and geopolitical issues, economic issues, and the question of EU widening and deepening.

**Keywords:** *European Union, history, geopolitical, economic*





## AT THE CROSSROAD OF DIFFERENT RESEARCH FIELDS: INDUSTRIAL RELATIONS, SMART WORKERS, SMART CITIES – THE IRSMART PROJECT AND BEYOND

**DAVIDE ANTONIOLI**

*University of Ferrara, Italy*

[davide.antonoli@unife.it](mailto:davide.antonoli@unife.it)

**Abstract:** The IRsmart (Industrial Relations for Smart Workers in Smart Cities) project investigates three main issues that are very much diverse across European countries and play a central role for the adoption of smart-working practices in the respect of workers' rights: (i) the regulatory framework, (ii) the working conditions and (iii) the organization of places, i.e. regions and cities. These three pillars need to be studied and deepened at regional/local levels, with a common thread given by industrial relations and tripartite social dialogue. The regulatory dimension of smart-working allows to build the general framework, assessing industrial relations and smart-working through the regulatory lens. The internal labour market dimension regards the implications of smart-working for working conditions, labour organisation, training and skills endowment. The third pillar, the spatial dimension, concerns issues such as mobility planning, environmental benefits/costs and technological infrastructures in order to give to social parties an array of best practices and policy recommendations to make effective and socially beneficial the integration between smart-working and smart cities. The project aims to improve the expertise and knowledge of industrial relations, with an extension focused on the tripartite social dialogue (social partners and public authorities), through a comprehensive research grounded on quantitative and qualitative data analysis, on the relations between smart-working and smart cities across a set of heterogeneous countries (France, Italy, Poland, Romania, Spain), with local focuses on regions and cities.

The IRsmart project analyses (i) the current regulatory framework concerning smart-working in a comparative perspective, highlighting the relevant implications for the social dialogue, (ii) the skills and competences as well as the occupations for which smart working is easier to be implemented, (iii) the organisational needs and the working conditions related to smart working in order to inform the social parties and provide a framework of criticalities to be addressed and answers to such criticalities, and (iv) the relations among public authorities and social parties to promote the diffusion of best practices related to the management of smart-workers in smart cities/regions.

The results show an heterogeneous framework for the different countries, both in terms of regulation, adoption of specific types of outside-of-office-work and infrastructural endowment supporting the diffusion of smart working.

Further research is needed to pave a road towards a deeper integration among different field of studies: industrial relations studies, urban studies, labour studies and geography studies. Moving on an interdisciplinary research dimension that breaks the boundaries of self-contained research fields is essential to understand the complexity of the interrelations among industrial relations, smart-working and smart cities.

**Keywords:** smart-working, smart cities, industrial relations, social dialogue, interdisciplinarity

**JEL Classification:** K31, J8, J53

**Acknowledgement:** *IRsmart - Industrial Relations for Smart-Workers in Smart Cities - AGREEMENT NUMBER — VS/2021/0200*





## TRACK 1a: PERFORMANCE MANAGEMENT IN EU PUBLIC AFFAIRS AND BUSINESS

Room B524, B building

Chair:

*Associate Professor PhD. Irina BILAN, Alexandru Ioan Cuza University of Iasi, Romania*

### FINANCIAL LITERACY AND FINANCIAL PERFORMANCE OF FIRMS

**ANGELA ROMAN**

*Alexandru Ioan Cuza University of Iasi, Romania*

[aboariu@uaic.ro](mailto:aboariu@uaic.ro)

**VALENTINA DIANA RUSU**

*Alexandru Ioan Cuza University of Iasi, Romania*

[valentinadiana.ig@gmail.com](mailto:valentinadiana.ig@gmail.com)

**Abstract:** In recent years, the issue of financial literacy at the company level has become a current topic, intensely debated, both among researchers and practitioners, who emphasize the vital importance of financial literacy for entrepreneurs and its significant role in the adoption of financial decisions. Our paper focuses on micro, small and medium-sized enterprises (SMEs), which play a vital role in the world's economies by significantly contributing to the creation of added value, new jobs and innovation. However, these enterprises face a number of challenges, among which financial literacy stands out. The main objective of our paper is to discuss and empirically evaluate the impact of financial literacy of SMEs on their financial performance. Second, we aim to analyse the relationship between financial literacy components (such as financial knowledge, financial attitudes, and financial behaviours) and the financial performance of SMEs in some South East European countries. Our research is based on data related to the financial literacy of SMEs, provided by the OECD, but also on data related to the financial performance of SMEs, which were obtained from the database of the European Commission. The research results indicate that financial literacy has a positive and significant impact on the financial performance of SMEs. Therefore, we find that SMEs with strong financial literacy can register higher financial performance. Also, our analysis highlights that financial knowledge would be the most important component of financial literacy in influencing SME performance. Through the content and results of the research, our paper can be of interest both to researchers concerned with the subject of financial literacy of firms, and to decision-makers at different levels, who should support financial literacy of SME managers because it would contribute to increasing resilience and also of business performance in the context of a changing financial environment.

**Keywords:** financial literacy, financial knowledge, SMEs, financial performance, South East Europe region

**JEL Classification:** G53, L25, M20

### ROMANIAN PUBLIC PROCUREMENT - AN OVERVIEW

**COSMIN ILIE UNGUREANU**

*Alexandru Ioan Cuza University of Iasi, Romania*

[ungureanu.cosmin@gmail.com](mailto:ungureanu.cosmin@gmail.com)

**Abstract:** The results of public procurement processes have a major impact on the life of every citizen. An overview of the system can provide both citizens and staff involved with comprehensive information about the processes. Digitalisation of processes is also having an impact in this area. Competition and transparency of processes can contribute to reducing costs and increasing the quality of services offered to citizens by



Romanian public institutions. Time, as the duration between the publication of a contract notice and the signing of the contract, is an indicator of the performance of the processes carried out within the system. The statistical analysis was conducted on a number of more than 4000 open procedures and simplified procedures carried out under Romanian Law 98/2016; The duration of a tender procedure is influenced first of all by the type of procedure applied and then by the number of participating tenders, the value of the procedure and the number of lots in the procedure. This research could not analyse the complexity of the subject matter of the procedure.

**Keywords:** procurement; performance; time; survey

**JEL Classification:** H57, H41

**ACKNOWLEDGEMENTS:** *This work was supported by a grant of the Ministry of Research, Innovation and Digitization, CNCS - UEFISCDI, project number PN-III-P4-PCE-2021-1878, within PNCDI III. Project title: Institutions, digitization and regional development in the European Union | INDI-DeR*

## LOCAL BUDGET AS A TOOL FOR RESILIENT CITIES – COMPARATIVE APPROACHES AND BEST PRACTICES ACROSS EU MEMBER STATES

**FLORIN OPREA**

*Alexandru Ioan Cuza University of Iasi, România*  
[foprea@uaic.ro](mailto:foprea@uaic.ro)

**LENUȚA COJOCARIU**

*Alexandru Ioan Cuza University of Iasi, România*  
[lenuta.pauc@yahoo.com](mailto:lenuta.pauc@yahoo.com)

**Abstract:** The core problem of resilient cities is ensuring the capacity to preserve their main functions and keep provide public services throughout different shock or stress, while protecting and enhancing community members' lives. Along the many factors related to cities' resilience (e.g. territoriality, urbanization, infrastructure, social capital, educational attainment, skills of the region's workforce, place attachment, leadership, community cohesion and efficacy, community networks, and knowledge and learning etc.), fiscal variables should be considered as crucial ones, since both providing public services and fuelling the (good) triggers of resilience, for medium and long term, need to be supported by public financing. Moreover, recent economic and pandemic crises demonstrated that local finance are in many cases very fragile, local public incomes being largely affected by their effects, and thus producing a negative impact on local expenditures and municipalities development. In this context, cities' fiscal resilience gained an important position on governments' public agenda, claiming better-oriented public policies, which could be supported by empirical evidence that scientific research could bring. On this direction, our paper intends to identify the main roots of the local budgets resilience and the specific connections with cities' resilience, based on a sample of 27 EU Member states, emphasizing both the common or different approaches and synthesizing the best practices that could be adapted to other systems.

**Keywords:** local budget, resilient city, EU







## PARENTAL PERCEPTIONS ON TOYS AND GAMES MARKETING: EXPLORING ETHICS, VALUES, AND REGULATORY PERSPECTIVES

CAMELIA COJAN

*Alexandru Ioan Cuza University of Iași, Romania*

[cameliacojan20@gmail.com](mailto:cameliacojan20@gmail.com)

**Abstract:** Games and toys play a role in the consumer socialisation process. These are the first products that children own and want. They are also the way children discover through play how society works. Businesses use advertisements to sell games and toys, and advertisements embody values. Parents have a role in deciding and influencing the behaviours of their children. They buy the games and toys and monitor the impact of the advertising. This research aimed to discuss and investigate parents' perceptions of toys and game marketing. In this manner, we conducted in-depth interviews with 20 parents. We pursued three hypotheses. Two were true: parents understand the role of games and toys, and parents evaluate games and toys in terms of the value they promote but choose these products according to children's desires. The third was partly true: parents have few media literacy skills and they are easily influenced by promotional methods. This research is relevant in explaining the impact of the values that toys and games businesses use to promote to sell to a vulnerable audience, children. The results raised questions about ethics, materialism and marketing regulation for products which target children.

**Keywords:** marketing, toys and games, parental perspectives

## NON-BANK FINANCIAL INTERMEDIATION AND MONETARY POLICY. A VIEW ON EUROPEAN EMERGING ECONOMIES

CONSTANTIN-MARIUS APOSTOAIIE

*Alexandru Ioan Cuza University of Iasi, Romania*

[marius.apostoaie@uaic.ro](mailto:marius.apostoaie@uaic.ro)

IRINA BILAN

*Alexandru Ioan Cuza University of Iasi, Romania*

[irina.bilan@uaic.ro](mailto:irina.bilan@uaic.ro)

**Abstract:** When it comes to financing the needs of an economy, especially in periods of fast economic growth, traditional banks aren't always able to cope with the growing financial requests and preferences of individuals and various institutions, although bank lending is still a very important source of funding (in European countries, at least). Hence, non-bank financial intermediation (the Financial Stability Board preferring this term, since 2018, to the more well-known 'shadow banking'), comes into play to provide a valuable and viable alternative to the traditional forms of credit-based intermediation and to help support real economic activity. Having other financing sources can be quite useful for companies going through difficult times. Being part of the financial system, it is the central bank's duty to keep up with the developments in the non-bank financial intermediation sector, especially because of the interactions with its monetary policy. Managing a reliable and workable monetary policy is of keen importance for every central bank since it reaches people, businesses, and governments. In this context, our paper explores the connections between this continuously evolving segment of the financial system (created by non-bank financial intermediaries) and a central bank's monetary policy; the focus is on a group of eleven European Emerging Economies.

**Keywords:** non-bank financial intermediation; central banks; monetary policy; European Emerging Economies.

**JEL Codes:** G2; G22; G23; G28



**Acknowledgement:** *The authors acknowledge financial support from the European Commission- Erasmus Plus Program, Project ERASMUS-JMO-2022-HEI-TCH-RSCH EUFIRE-RE – 101085352, Jean Monnet Center of Excellence European Financial Resilience and Regulation EUFIRE-RE.*

## THE MULTI-STAKEHOLDER NETWORK AS POLICY TOOL FOR A ROBUST GOVERNANCE OF THE PUBLIC ORGANIZATIONS IN TURBULENT TIMES

**MIHAI TALMACIU**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[mtalm@uaic.ro](mailto:mtalm@uaic.ro)

**Irina MANOLESCU**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[irina.manolescu@gmail.com](mailto:irina.manolescu@gmail.com)

**Abstract:** In the recent years, both public and private organizations are facing various complex and turbulent issues, with disruptive effects, that require appropriate responses to improve their resilience and robustness. The multi-stakeholder model, based on an extensive partnership between different public and private entities, can be a suitable mechanism for robust governance in a surprising, unpredictable and uncertain environment. Multi-actor networks help to mobilize valuable resources, to stimulate innovation and identify joint solutions, but take on many of the difficulties and redundancies specific to joint action.

Considering the constraints, the lack of flexibility and the reduced administrative capacity of the public system in Romania, organizational changes are needed to improve the resilience and robustness, starting from the main guidelines of the European public system. Organizational changes refer to the following aspects: the ability to redesign policies in a coherent way, the adoption of appropriate policies and procedures, the presence of information systems and networks able to provide effective and prompt feedback, the flexibility, the agility (the ability to intervene quickly when necessary), the capacity to reform (continuous transition between centralization and decentralization).

The paper illustrates the application of multi-stakeholder model as a policy tool to improve the resilience and governance of public and private organizations. From a methodological point of view, the approach is an integrated one, based on extensive documentation on the involvement of public organizations in multi-stakeholder partnerships. Also, will be analyzed the perceptions of the actors involved regarding their role in improving the ability to respond to the occurrence of unforeseen and particularly complex phenomena, which affect the state of equilibrium of the economic, social, political and environmental systems. The results illustrate the benefits of multi-stakeholder approaches and some dysfunctions characteristic of these partnerships. The paper also aims to identify solutions to overcome the identified negative aspects, that affect their functionality: the lack of strategic orientation and the reduced administrative capacity, the lack of resources and the reduced degree of involvement of public and private entities due to the early stage of development of the multi-stakeholder model in the Romanian economic and social context.

**Keywords:** governance, public organizations, resilience



## CREDIT RISK IN THE EUROPEAN BANKING SECTOR AND MACROPRUDENTIAL POLICY

**CRISTINA ATICIA AIONIȚOAI**

*Alexandru Ioan Cuza University of Iași, Romania*  
[cristina\\_aticia@yahoo.com](mailto:cristina_aticia@yahoo.com)

**ANGELA ROMAN**

*Alexandru Ioan Cuza University of Iași, Romania*  
[aboariu@uaic.ro](mailto:aboariu@uaic.ro)

**Abstract:** The identification and analysis of the key determinants of non-performing bank loans is a main concern of the regulatory and supervisory authorities, central banks and managers of credit institutions in all EU member countries because solving the problem of non-performing loans is an indispensable condition for the proper functioning of the institutions of credit, ensuring the health of the banking sector and ultimately of the national economies. On the other hand, the existence of a high level of non-performing loans signals the emergence of important vulnerabilities at the level of the entire financial system, which is why monitoring the quality of banking assets and analysing the factors generating credit risk is an essential element of macroprudential supervision. Our paper aims to empirically evaluate and analyse the impact of macroeconomic conditions, some characteristics of the banking sector, as well as the quality of the institutional environment on the dynamics of the rate of non-performing loans in the European Union member states, over the period 2000-2021. The results of our panel-data regression analysis show, in particular, a strong impact of the quality of the institutional environment on the evolution of the rate of non-performing loans. According to estimates, the application of macroprudential measures in the EU states would play a significant role in improving the quality of the bank loan portfolio. Our analysis shows that the rate of non-performing bank loans decreases with the increase in the number of macroprudential measures implemented. Overall, our paper emphasizes that the implementation of macroprudential policy in EU countries led to the limitation of systemic banking risk and thus contributed to increasing the resilience of the banking sector and maintaining financial stability.

**Keywords:** banks; non-performing loans; macroeconomic environment; governance quality; macroprudential tools

**JEL Classification:** G21; G28; E44; C23

**Acknowledgements:** *This research was performed with the support of the ERASMUS+ Programme of the European Union (Jean Monnet Module “Towards New Paradigms of EU Economics: Financial and Monetary Milestones”, EUCONOMICS, grant decision number 620297 / 17.09.2020). This work reflects only the views of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.*

## DOES REGULATORY QUALITY INFLUENCE THE PUBLIC PROCUREMENT IN EASTERN EUROPEAN COUNTRIES?

**LUPU DAN**

*Alexandru Ioan Cuza University of Iași, Romania*  
[dan.lupu@uaic.ro](mailto:dan.lupu@uaic.ro)

**Abstract:** Public procurement is a very serious issue in the EU countries, the community block spending the equivalent of over 14% of GDP. The value of services, works and products exceeds 2 trillion euros annually, involving more than 250,000 public authorities. For the majority of EU countries, the public sums spent through the public procurement procedure involve the identification and selection of suppliers who can deliver goods and services on the basis of a contract at the lowest cost to the government. The basic idea of public procurement in the European space is the use of competitive tenders for contracting and the attempt





to minimize the potential behaviour of corruption and fraud. A common characteristic in the field of public procurement is the strong involvement of the EU through the related legislation in the field, intended to make the procedures as transparent as possible. Regulatory quality in the field of public procurement is essential for ensuring the achievement of value for money objectives and obtaining the highest possible price-quality ratio. This paper aims to study the relationship between regulatory quality and the level of public procurement in eight Eastern European countries (Czechia, Estonia, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia), members of the EU. The analysis period is a generous one, 2006-2021, by using data provided by EU Tenders Electronic daily (TED), Eurostat, OECD and World Bank. The analysis methodology is a panel type that allows estimating the association between the level of public procurement and regulatory quality. Following our analysis, we find that the existence of a regulatory quality is associated with the level of public procurement, there is a positive and significant relationship between the two variables. Our results are in accordance with the previous specialized literature, improving the knowledge regarding public procurement determinants for Eastern European countries. For eastern countries with higher regulatory quality, the association is stronger, implying that stronger and clearer legislative practices make it easier for public officials to use the public procurement process. The assurance by governments of a better regulatory quality generates the reduction of transaction costs and implicitly the involvement of a larger number of companies and finally of public procurement.

**Keywords:** Public procurement, regulatory quality, Eastern European countries

**JEL Classification:** H41, H42, H57

## THE ROLE OF AI IN THE INSURANCE INDUSTRY

**CARMEN TODERASÇ**

*Alexandru Ioan Cuza University of Iași, Romania*

[carmen.toderascu@gmail.com](mailto:carmen.toderascu@gmail.com)

**VLAD GABRIEL NICOLĂESCU**

*Valahia University Târgoviște, Romania*

[vladgnicolaescu@gmail.com](mailto:vladgnicolaescu@gmail.com)

**Abstract:** Artificial Intelligence (AI) has made significant progress in various industries, including insurance. In this article, we will refer to the role of AI in the insurance industry, its impact on the market, and the challenges it presents. We will also show how AI can assist the insurance industry, including improving underwriting and claims management processes, enhancing fraud detection, and optimizing customer service. Additionally, specific regulation for new technologies in insurance is addressed, and how regulation can create a secure framework for technology use.

At the same time, AI can also be approached from the perspective of potential job displacement in the insurance industry. We provide examples of AI in the insurance market and the methodology used to develop AI-driven products. The article also considers how these products are marketed and the internal processes within companies that benefit from AI.

While AI has the potential to revolutionize the insurance industry, there are challenges in its adoption. One major challenge is the ethical use of data in AI systems. We also present the need for companies to include AI training programs for employees to help them adapt to the new technology and processes.

The major challenge is to find a balance, as insurance companies must carefully consider the challenges associated with AI implementation to adopt the necessary measures to ensure responsible use of this technology.

**Keywords:** insurance, innovation, artificial intelligence, technology, regulation

**JEL Classification:** G22, G23, G52, I22, I25, M21





## TRACK 1b: PERFORMANCE MANAGEMENT IN EU PUBLIC AFFAIRS AND BUSINESS

Room B523, B building

Chair:

*Professor Ph.D. Sorin Gabriel ANTON, Alexandru Ioan Cuza University of Iasi, Romania*

### WHAT MAKES AN ECOPRENEUR – AN EXPLORATORY APPROACH TO BETTER UNDERSTANDING THE ROLE OF ENTREPRENEURSHIP IN SUSTAINABILITY

**PATRICEA ELENA BERTEA**

*Alexandru Ioan Cuza University of Iasi, Romania*

[patricea.bertea@gmail.com](mailto:patricea.bertea@gmail.com)

**SANDA CALANCEA**

*Alexandru Ioan Cuza University of Iasi, Romania*

**Abstract:** Ecopreneurship, the intersection of business and sustainability, is the focus of this study. In this paper, we examine existing literature to better understand what ecopreneurship is and what makes an ecopreneur successful. Furthermore, the expansion, challenges, and opportunities of the ecopreneurship sector will be explored.

In recent years, as consumer demand for eco-friendly products and services has grown, the notion of "ecopreneurship" has gained traction. Eco-entrepreneurs are people driven to make a profit while also making a beneficial influence on the world around them via their business ventures. They are creative thinkers who are committed to finding new ways to improve the world around them and the economy.

This study helps readers to better understand what ecopreneurship is, who ecopreneurs are, and how ecopreneurship businesses may flourish. Scholars, company owners, legislators, and all others concerned with promoting corporate innovation and sustainability must have access to this data.

**Keywords:** ecopreneur, entrepreneurship, sustainability

### HOW DOES FISCAL DECENTRALIZATION LEAD TO A GREEN ECONOMY?

**ELENA CIGU (RUSU)**

*Alexandru Ioan Cuza University of Iași, Romania*

[elena.chelaru@uaic.ro](mailto:elena.chelaru@uaic.ro)

**MIHAELA ONOFREI**

*Alexandru Ioan Cuza University of Iasi, Romania*

[onofrei@uaic.ro](mailto:onofrei@uaic.ro)

**ANCA FLORENTINA GAVRILUȚĂ (VATAMANU)**

*Alexandru Ioan Cuza University of Iasi, Romania*

[anca.vatamanu@uaic.ro](mailto:anca.vatamanu@uaic.ro)

**Abstract:** A complete understanding of the interplay between fiscal decentralization and green economy is crucial for policy formulation and decision-making in local government. The aim of the study is to investigate if there is any relationship between fiscal decentralization and green economy and what kind of relationship is to be defined as a contributor to sustainable development.

**Keywords:** fiscal decentralization, green economy, public policies, sustainable development



**Acknowledgement:** *The authors acknowledge the co-financed support by the European Commission, European Education and Culture Executive Agency (EACEA), Jean Monnet Chair. EU Public Administration Integration and Resilience Studies-EU-PAIR, project no. ERASMUS-JMO-2021-HAI-TCH-RSCH-101047526, decision no. 1190440/17.02.2022. Views and opinions expressed are however those of the authors only and do not necessarily reflect those of European Union or European Commission (EACEA). Neither the European Union nor the granting authority can be held responsible for them.*

## NEW TRENDS IN THE BANKING ACTIVITY – OUTLOOK AND RISK IMPLICATIONS

**SORIN GABRIEL ANTON**

*Alexandru Ioan Cuza University of Iași, Romania*  
[sorin.anton@uaic.ro](mailto:sorin.anton@uaic.ro)

**ANCA ELENA AFLOAREI NUCU**

*Alexandru Ioan Cuza University of Iași, Romania*  
[anca.afloarei.nucu@uaic.ro](mailto:anca.afloarei.nucu@uaic.ro)

**Abstract:** The COVID-19 pandemic represents a catalyst for the digital transformation of bank services and products. At the EU level, the large-scale digital transition is a major priority for economic recovery, and the European Commission established the digital objectives of Agenda 2030 in several areas. The purpose of the paper is to analyse the new trends in banking activity in a pandemic context and to identify the concerns about the risks associated with digital transformation. The main developments are related to digital payments and the optimization of online banking applications to accommodate new products to improve customers' banking experience and reduce costs. The gap between Romania and the EU in terms of potential and digital investments is confirmed by the differences between the associated ratio of digitization expenses and the total operating income. There are also some concerns about the risks associated with digital transformation, like operational risk, especially from the perspective of cyber risk. Achieving a resilient digital development of the banking system requires a tradeoff between IT costs, benefits of financial inclusion and the risks associated, to protect financial stability.

**Keywords:** digital transformation, banking system, operational risks, risk management.

**JEL Classification:** G21

## THE EU RECOVERY AND RESILIENCE FACILITY AND THE FINANCIAL MARKETS RESPONSE

**SEYED MEHDIAN**

*University of Michigan-Flint, United States of America*  
[seyed@umich.edu](mailto:seyed@umich.edu)

**OVIDIU STOICA**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[ostoica@uaic.ro](mailto:ostoica@uaic.ro)

**Abstract:** The Recovery and Resilience Facility is the core of the European Union NextGenerationEU, designed to offer grants and loans to support reforms and investments in the EU Member States. The main idea behind this temporary but ambitious instrument was to provision the economic recovery of member states from the coronavirus pandemic, encouraging a greener, more digital, and more resilient future, in accordance with the general objectives of the European Union. The paper investigates the impact of this ambitious program (800 billion EUR) following its launch, in June 2021, on international financial markets.

**Keywords:** resilience, financial markets, NextGeneration EU



## THE EFFECTIVENESS OF THE PUBLIC PROCUREMENT SYSTEM AND ITS EFFECTS ON PUBLIC BUDGETS

**CARMEN CRISTINA TĂLPIG (PONCU)**

*Alexandru Ioan Cuza University of Iasi, Romania*

[carmen.talpig@yahoo.com](mailto:carmen.talpig@yahoo.com)

**SORIN GABRIEL ANTON**

*Alexandru Ioan Cuza University of Iasi, Romania*

[sorin.anton@uaic.ro](mailto:sorin.anton@uaic.ro)

**Abstract:** The international public procurement system is a complex and important subject with significant implications for the global economy and society. Governments and public finance professionals around the world place a high priority on public procurement. As part of the Single Market Scoreboard, the European Commission has created a set of cost-efficiency metrics for public procurement. Romania uses several of these metrics to gauge the efficacy and cost-effectiveness of governmental procurement. This article presents a review of the literature on the international public procurement system, focusing on recent research and publications in the field. The article explores various aspects of the international public procurement system, including legislation, policies and practices, and provides an overview of the current state of knowledge in the field.

**Keywords:** budgetary impact; corruption; efficiency; legislation; literature review; public policy; public procurement; sustainability

**JEL Classification:** H57, H11, H61

## TERTIARY EDUCATIONAL ATTAINMENT IN ROMANIA AND THE IMPACT OF PUBLIC EXPENDITURE

**MIHAI-BOGDAN PETRIȘO**

*Alexandru Ioan Cuza University of Iasi, Romania*

[mihai.petrisor@uaic.ro](mailto:mihai.petrisor@uaic.ro)

**FLORIAN NUȚĂ**

*Danubius University, Galați, Romania*

[florian100780@yahoo.com](mailto:florian100780@yahoo.com)

**Abstract:** The article proposes an analysis regarding the level of tertiary education in correspondence with the financing of the educational system. The study started from the fact that an increasing percentage of young people between the ages of 18-24 do not continue any form of school or training. The preliminary results showed that although in the last 20 years the percentage of those who does not continue any form of education after the age of 18 decreased, it still ranks us first in the EU (15.6%). Thus, the results of the analysis regarding the level of tertiary education among the 25-34 year-old population no longer surprise us. Only a quarter of this population category attended tertiary education. It is the lowest percentage in the EU and far from other countries such as Bulgaria and the Czech Republic, which are at 33%, 34%, but also from the EU average of 42%. In this context, we also corroborated the analysis with the level of public expenditures for education, where the data on the volume of public expenditures indicate a slightly increasing trend. The harsh reality is revealed to us by the analysis that presents the funding per pupil/student. Romania ranks last in the EU, allocating only 1659 euro per pupil/student. Bulgaria allocates over 2600 euro per pupil/student and the EU average is 6394 euro per pupil/student. We can only imagine how the educational system is like in Norway, which allocates over 18,000 euro per pupil/student. We can conclude that the impact of the funding (the lowest in EU) is a major one for Romania, which registers the lowest level of tertiary education.

**Keywords:** public expenditure on education, public expenditure, tertiary education

**JEL Classification:** I22, H52



ALEXANDRU IOAN CUZA  
UNIVERSITY of IAȘI



FACULTY OF ECONOMICS  
AND BUSINESS ADMINISTRATION



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the European Union



## INVESTIGATING THE FISCAL POLICY RULES FOR THE EU ECONOMIC GOVERNANCE

**BOGDAN GABRIEL ZUGRAVU**

*Alexandru Ioan Cuza University of Iasi*  
*Iasi, Romania*  
[zugravu@uaic.ro](mailto:zugravu@uaic.ro)

**ANA-MARIA BERCU**

*Alexandru Ioan Cuza University of Iasi*  
*Iasi, Romania*  
[bercu@uaic.ro](mailto:bercu@uaic.ro)

**Abstract :** The rules proposed by the EU new fiscal policy reform for 2024 presents a comprehensive framework that aims to enhance the fiscal governance within the EU member states. Our paper explores the effectiveness of these rules in sustaining the effectiveness of the economic growth, maintaining the fiscal discipline within the decisional process, and enhancing the economic governance in the EU member states. The methodology comprises a comprehensive review of the existing literature and policy documents related to fiscal policy rules in the EU, then an empirical analysis using the quantitative data (from Eurostat and national statistical agencies) to measure the impact of the new fiscal policy rules on macroeconomic indicators (GDP growth, government deficit, public debt, investor confidence) for a robust understanding of the effectiveness and challenges associated with these new rules, also the evidence-based policy recommendations for enhancing the economic governance within the EU.

**Keywords:** fiscal policy, governance, reform, policy making

**JEL Classification:** H83, H87

Collaborative partners



GRAND-DUCHÉ DE LUXEMBOURG  
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## TRACK 2a: EU PUBLIC AFFAIRS AND BUSINESS RESILIENCE AND COHESION

Room B607, B building

Chair:

*Professor Ph.D. Gabriela BOLDUREANU, Alexandru Ioan Cuza University of Iasi, Romania*

### ENTREPRENEURIAL ATTITUDE AND INTENTION AMONG HIGH SCHOOL STUDENTS

**GABRIELA BOLDUREANU**

*Alexandru Ioan Cuza University of Iasi, Romania*

[gabriela.boldureanu@uaic.ro](mailto:gabriela.boldureanu@uaic.ro)

**TEODORA ROMAN**

*Alexandru Ioan Cuza University of Iasi, Romania*

[throman@uaic.ro](mailto:throman@uaic.ro)

**SCRIPCARU NICOLETA**

*Colegiul Tehnic „Ioan C. Ștefănescu” Iași*

[nicoleta.scripcaru2017@gmail.com](mailto:nicoleta.scripcaru2017@gmail.com)

**Abstract:** Entrepreneurship education is especially important in the development of entrepreneurship among high school students, in creating a positive attitude towards entrepreneurship, which in turn contributes to the formation of entrepreneurial intentions and the manifestation of entrepreneurial behavior. The purpose of our research is to investigate, through a quantitative research method, the entrepreneurial spirit and initiative among young people.

The research approach starts from analyzing the attitude towards entrepreneurship among high school students, self-assessment of the level of knowledge in entrepreneurship, analyzing the entrepreneurial intention among high school students to identifying the ways in which the school could contribute to increasing their entrepreneurial attitude and intention. The results reveal the importance of formal and informal education as well as of the role of educational institutions in developing entrepreneurial attitude and intention among high school students.

**Keywords:** entrepreneurship, education, attitude, intention, young people, high school.

### BUSINESS INNOVATION DRIVERS IN THE EU DURING THE COVID-19 PANDEMICS

**ANDREEA-OANA IACOBUTA-MIHAITA**

*Alexandru Ioan Cuza University of Iasi, Romania*

[andreea.iacobuta@uaic.ro](mailto:andreea.iacobuta@uaic.ro)

**MIRCEA ASANDULUI**

*Alexandru Ioan Cuza University of Iasi, Romania*

[mircea.asandului@uaic.ro](mailto:mircea.asandului@uaic.ro)

**CLAUDIU GABRIEL ȚIGANAȘ**

*Alexandru Ioan Cuza University of Iasi, Romania*

[clau\\_tiganas@yahoo.com](mailto:clau_tiganas@yahoo.com)

**ALEXANDRA CRISTINA ȘÎRBU**

*Alexandru Ioan Cuza University of Iasi, Romania*

[sirbuac@gmail.com](mailto:sirbuac@gmail.com)



**Abstract:** Since Schumpeter’s contribution, business innovation has been seen as a key ingredient for firms’ survival and growth. In times of crisis, innovation is even more important since it may become a gateway to survival and a way to exploit new opportunities. This paper aims at identifying and analysing those particular factors related to the context/environment which influenced business innovation in the EU SMEs during the COVID-19 pandemics. To provide a clearer picture of this crisis, the analysis is a comparative one, before and during the pandemics. Innovation in business is captured by *the share of SMEs that have introduced innovations on the market or within their organizations* from European Innovation Scoreboard (EIS) 2022. The selected influencing variables capture several aspects of the environment namely, R&D expenditure in the public sector, direct and indirect government support of business R&D, individuals with above basic overall digital skills, attractive research systems, real GDP growth rate, FDI net inflows % of GDP and Rule of Law. The data was collected from EIS, Eurostat and World Bank. We estimate multiple regression models at two different points in time - 2019 and 2021. The results show several differences before and during the pandemics in the range of factors that fostered business innovation. At the same time, our results point to a common denominator namely, to the role that government policies play in creating the necessary background for the firms to innovate and grow.

**Keywords:** business innovation, COVID-19 pandemics, European Union, government policies

## THE INFLUENCE OF GOVERNMENT EXPENDITURES ON THE EU OLDER ADULTS’ WELL-BEING

**MIRCEA ASANDULUI**

*Alexandru Ioan Cuza University of Iași, Romania*  
[mircea.asandului@uaic.ro](mailto:mircea.asandului@uaic.ro)

**ALEXANDRA CRISTINA ȘÎRBU**

*Alexandru Ioan Cuza University of Iași, Romania*  
[sirbuac@gmail.com](mailto:sirbuac@gmail.com)

**ANDREEA-OANA IACOBUTA-MIHAITA**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[andreea.iacobuta@uaic.ro](mailto:andreea.iacobuta@uaic.ro)

**CLAUDIU GABRIEL ȚIGANAȘ**

*Alexandru Ioan Cuza University of Iași, Romania*  
[clau\\_tiganas@yahoo.com](mailto:clau_tiganas@yahoo.com)

**Abstract:** This paper aims at identifying and analysing the influence of several types of government expenditures (the ones on public order and safety, environment protection, community development, health, social protection, old age and unemployment) on EU older adults’ well-being. Our study is based on data from the survey conducted by SHARE-ERIC - Survey of Health, Ageing and Retirement in Europe. The sample consists of 39742 older adults questioned about several aspects of their life in 2020, just before the outburst of the Coronavirus pandemic. We measure well-being by using the respondents' life satisfaction score. Our results show a stronger influence of government expenditures on public order and safety in the lower quantiles. The effect is still positive for the higher ones, although its magnitude diminishes. Similar results were obtained for government expenditures with environmental protection for the lower quantiles. Government spending on community development has a negative effect on people with a high well-being level while this effect is absent in the lower quantiles. Health expenditure has a negative impact on people with a lower well-being level. However, though lower in magnitude, the effect is also preserved for the higher quantiles. When the government spends more money on health care, there may be fewer resources available for other areas, such as social services. Consequently, people may feel that they are not receiving the full amount of care they need, which could lead to a loss of subjective well-being. Despite rising healthcare spending, healthcare systems may not always deliver the desired health outcomes, leading to





frustration and disappointment among older adults. The negative impact of social protection spending is stronger in the upper half of the well-being distribution compared to the lower half. Old-age expenditures have a greater impact on life satisfaction among those with low levels of well-being. Although the impact is still positive in the upper quantiles, its impact is not as strong. Unemployment expenditures appear to have a positive influence on older adults with a low or average life satisfaction level, an influence that may be particularly strong for those who have lost or are unable to find a job.

**Keywords:** government expenditures, well-being, older adults, SHARE, quantile regression model.

## TALENT MANAGEMENT PRACTICES IN ROMANIAN PUBLIC INSTITUTION

**CRISTINA MIRONESCU (CĂS. HOLBAN)**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[cristina.holban@uaic.ro](mailto:cristina.holban@uaic.ro)

**MARIA VIORICA BEDRULE-GRIGORUȚĂ**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[maria.bedrulegrigoruta@uaic.ro](mailto:maria.bedrulegrigoruta@uaic.ro)

**Abstract:** The evolution of practice-oriented management scholarship turned its focus from the material subject-matter of scientific management to human resources. Emphasis on the key role of human capital in the process of organizational development grew together with technological progress, labour market global opening and migration towards better-paid jobs. The identification of talented human resources became increasingly difficult due to lack of clear and specific tools for measuring individual competences, and also due to current confusion in the literature in the field regarding the concepts of talent and talent management. Although there has been published a high number of research articles dealing with talent management, especially after 2010, their number is still low in Romania.

This study aimed to identify talent management practices used in public institutions in three Romanian counties: Iasi, Bacau and Suceava by means of a qualitative study, in which, a structured interview was applied to human resource managers and experts, as well as to other specialists in such sectors as healthcare, education, culture and public administration.

The collected data led us to the conclusion that extensive empirical research comprising a high number of public institutions in all sectors and regions of Romania is needed for establishing the need and usefulness of implementing talent management practices on a high scale.

**Keywords:** talent, talent management, practices, public institutions

## ASSESSING THE POLITICAL AND GOVERNANCE RESILIENCE AS A PREMISE FOR STRENGTHENING THE RESILIENCE OF THE MILITARY SYSTEM

**SILVIU BEJENAR**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[silviu\\_bejenark@yahoo.com](mailto:silviu_bejenark@yahoo.com)

**LIVIU-GEORGE MAHA**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[mlg@uaic.ro](mailto:mlg@uaic.ro)

**Abstract:** The political and governance resilience refers to the ability of core state institutions to withstand and adapt to challenges, shocks and disruptions while maintaining stability, functionality and the ability to govern effectively. Governance resilience is essential for maintaining stability, managing crises, adapting to change, ensuring effective decision-making, building trust and achieving sustainable development. It helps



societies navigate uncertainties and challenges, ultimately contributing to the well-being and resilience of individuals, communities and nations. In this context, this paper aims to evaluate the governance resilience of NATO member states to the economic crisis of 2008-2009 by building a composite index, made up of specific governance indicators, related to the national stability and security field. Later, based on the built index, we evaluated the governance resilience. Through the analysis of the results, we identified certain differences between the analyzed states in terms of the impact of the crisis, the return and the subsequent evolution, comparing the initial situation with the intermediate states, respectively the post-crisis dynamics. The outcome of this paper highlighted the importance of an integrated analysis of the state core institutions when it comes to study the military resilience, related to the need of providing stability, security and functionality when facing economic shocks.

**Keywords:** military system, resilience, sustainable development

## ON SUSTAINABILITY AND ITS IMPLICATIONS, THROUGH THE LENSES OF INTERNATIONAL LAW

**CARMEN MOLDOVAN**

*Alexandru Ioan Cuza University of Iasi, Romania*

[carmen.moldovan@uaic.ro](mailto:carmen.moldovan@uaic.ro)

**Abstract:** Sustainability is a common term in many areas of activities and sometimes it appears to be a creation of the present, which is not true. Since the definition of sustainable development was adopted in 1978 by the Brundtland report "Our common future" it became commonly accepted and gained immense significance. In the context of rapid changes of our world in all fields and continuous environmental, social and economic challenges, understanding and embracing sustainability is crucial for the well-being of humanity and future generations. The concept implies the efforts to find a delicate balance between economic development, environmental protection and social progress, hence it encompasses a wide range of measures to be undertaken by states.

The aim of the paper is to analyse the origins of sustainability as a concept, its features and impact on the evolution of different social, legal, and economic relationships. At the same time, its multidimensional character will be highlighted. From the first concerns on the use of resources, in the 60's to the Objectives of Sustainable Development adopted by the United Nations and widely acknowledged by the international community and organizations, including the European Union, the concept evolved and influenced changes in the world.

**Keywords:** sustainability, humanity, international law

## PUBLIC ADMINISTRATION IN THE REPUBLIC OF MOLDOVA: STRATEGIC FRAMEWORK AND CHALLENGES

**EUGENIA BUSMACHIU**

*Academy of Economic Studies of Moldova*

[eu\\_busmachiu@ase.md](mailto:eu_busmachiu@ase.md)

**Abstract:** The paper involves the conceptualization and analysis of the public administration reform agenda in the Republic of Moldova from the perspective of integration into the European Union, highlighting new strategies and challenges at both national and local levels. At the same time, it is important to address issues related to the efficient allocation of resources in order to achieve the objectives and tasks outlined in the public policy system.

**Keywords:** public administration, reform, Republic of Moldova



## THE ROLE OF DIGITALIZATION AND SOCIAL NETWORKS IN THE PROVISION OF PUBLIC SERVICES

**OANA MATILDA SABIE**

*Bucharest University of Economic Studies, Bucharest, Romania*  
[oana.sabie@amp.ase.ro](mailto:oana.sabie@amp.ase.ro)

**RUXANDRA – IRINA POPESCU**

*Bucharest University of Economic Studies, Bucharest, Romania*  
[irina.popescu@man.ase.ro](mailto:irina.popescu@man.ase.ro)

**Abstract:** In the current public administration, there is an increased interest in information technologies, as they play an important role in terms of increasing the efficiency of public institutions' activities and reducing their costs with administrative tasks. Social media has transformed the way people around the world communicate, and its use in various sectors has been steadily increasing. Given the success it enjoys among the general public, social networks have begun to be used as tools for communication with citizens in public administration, with the aim of increasing the degree of information and interaction, on the one hand, and, on the other hand, to make the governing act more transparent. The novelty of the theme is generated by the pandemic crisis that required the public sector to act in appropriate ways to continue functioning, accelerating the integration of digital technologies in the daily activities of public organizations, as well as changing the way of interaction and communication. Therefore, the study contributes to the existing research, by emphasizing the increasing presence of public organizations on social networks.

The research paper contributes to the existing literature by presenting an overview of social networks and artificial intelligence use in the public sector, but also by showing the impact that the pandemic had on public institutions, which were forced to modify their typical means of interaction and communication with citizens. The purpose of this research was to analyse how digitization and social networks influence the provision of public services by a public institution at the level of local public administration. The results of the research confirmed that the institution has a high degree of digitalization, a fact that gives high satisfaction to the interested factors and, at the same time, leads to an efficient public administration, closer to the citizen. In conclusion, the research showed that citizens are more open to interact with the institution especially through social networks.

**Keywords:** Digitalization, Social networks, Artificial intelligence, Public services, Public institution





## TRACK 2b: EU PUBLIC AFFAIRS AND BUSINESS RESILIENCE AND COHESION

Room B611, B building

Chair:

*Associate Professor PhD. Claudia Iuliana STOLAN, Alexandru Ioan Cuza University of Iasi, Romania*

### ATTRACTING HIGH-POTENTIAL HUMAN CAPITAL IN PUBLIC INSTITUTIONS BY IMPLEMENTING TALENT MANAGEMENT

**MARIA-VIORICA BEDRULE GRIGORUȚĂ**

*Alexandru Ioan Cuza University of Iasi, Romania*

[maria.bedrulegrigoruta@uaic.ro](mailto:maria.bedrulegrigoruta@uaic.ro)

**CRISTINA MIRONESCU CĂS. HOLBAN**

*Alexandru Ioan Cuza University of Iasi, Romania*

[cristina.holban@uaic.ro](mailto:cristina.holban@uaic.ro)

**Abstract:** Talent management has become an essential element in profit-driven organizations, but in recent years research in the field has increasingly expanded to public institutions. The particularities of the public environment determined by rigid and impermissive legislation led to ethical dilemmas that are difficult to overcome. Research in recent years shows that the implementation of talent management leads to increased organizational performance, including in public institutions.

In order to develop the educational system to the highest standards and to improve the quality of health services, this study aims to determine, through the analysis of the specialized literature and the theories in force, how to attract and maintain high potential human capital in the public educational and healthcare institutions, under the conditions of the manifestation of the governance actions and the reforms carried out by the state.

**Keywords:** talent management, public institutions, performance

### PERSPECTIVES ON HEALTH MANAGEMENT IN ROMANIA

**DANIEL BOLDUREANU**

*Grigore T. Popa University of Medicine and Pharmacy of Iași, Romania*

[daniel.boldureanu@umfiasi.ro](mailto:daniel.boldureanu@umfiasi.ro)

**MIHAELA MIHAI**

*Grigore T. Popa University of Medicine and Pharmacy of Iași, Romania*

[mihaela.grigoriu@umfiasi.ro](mailto:mihaela.grigoriu@umfiasi.ro)

**Abstract:** The Romanian healthcare system faces numerous problems in terms of providing quality services to insured persons and their efficient management. Through a strategic approach to topics such as financial management, accessibility of resources, human resources development, digitalization and education, a more sustainable health system can be built in an acceptable time frame that ensures quality medical services to all insured persons.

Following an inductive and deductive process of researching the specialized literature on health management in Romania, the main problems and aspects of the Romanian health system are outlined: insufficient financing and unfair distribution of resources in the system; low accessibility of healthcare in some areas, especially rural areas; shortages of medical personnel and their migration; development of IT infrastructure and digitalization of the health system; promoting health education and prevention. Thus, this paper analyzes the major challenges faced by health management in Romania and proposes a series of solutions to improve the existing situation.





**Keywords:** health, health management, health system

## DEVELOPING DIVERSITY AND GLOBAL CITIZENSHIP SKILLS FOR UNIVERSITY STUDENTS – PRELIMINARY INSIGHTS FROM A QUALITATIVE ANALYSIS

**CARMEN CLAUDIA ARUȘTEI**

*Alexandru Ioan Cuza University of Iasi, Romania*

[carmen.arustei@feaa.uaic.ro](mailto:carmen.arustei@feaa.uaic.ro)

**Abstract:** Diversity and global citizenship education is one of the most needed topics for today's and tomorrow's students. While diversity was long time debated, global citizenship became a topic of interest for educational institutions almost ten years ago when United Nations Educational, Scientific and Cultural Organization (UNESCO) first published a document called 'Global Citizenship Education: preparing learners for the challenges of the 21<sup>st</sup> century'. Since then schools all over the globe have addressed these topics in their learning activities. However too little has been done in higher education field. Thus, this paper seeks to overcome the gap and explore the way in which diversity and global citizenship topics are understood and to identify the knowledge, skills, and values/attitudes that university students should develop in order to become better global citizens and address today world's challenges. A qualitative analysis, using interviews as an instrument, was conducted, informants being represented by university teachers, as well as company and NGOs representatives. Results show there is a limited knowledge on global citizenship topic, while diversity is addressed more easily and more often. Recommendations regarding the diversity and global citizenship skills for university students needed to be developed are proposed.

**Keywords:** global citizenship education, diversity education, skills development, university students

**Acknowledgements / Funding:** *This work was supported by Erasmus+ fund, project entitled Global Citizenship and Diversity Management Skills in Higher Education (GLOBDIVES), project code 2021-1-LT01-KA220-HED-000023530.*

## NEW TRENDS IN DEVELOPING THE ESP CURRICULUM: ENGLISH FOR PUBLIC ADMINISTRATION

**ELENA CIORTESCU**

*Alexandru Ioan Cuza University of Iasi, Romania*

[crismonais@yahoo.com](mailto:crismonais@yahoo.com)

**Abstract:** The aim of this paper is to explore the specific tools and methods used to develop a skill-based curriculum for Public Administration undergraduate students and to identify the main topics at the core of this rather new discipline. The key feature of ESP is its focus on meeting students' professional communication needs. Therefore, accurate knowledge of the field is quite relevant for any instructor whose aim is to teach English to Public Administration undergraduate students. The fact that the study of institutions and law constitutes the main track of Public Administration undoubtedly impacts the selection of topics that forms the core of the English for Public Administration curriculum. Consequently, while the first part of the paper deals with a short description of our specific context and a brief literature review of ESP as a field per se, the second part is dedicated to identifying the topics (both context and grammar-based) which should be integrated in the English for Public Administration curriculum. The conclusions mainly draw on the author's practical experience and research in the field of ESP – Public Administration and points to some topics which could be approached in devising the curriculum.

**Keywords:** ESP, Public Administration, curriculum



## A FUNCTIONAL APPROACH TO TEACHING ENGLISH FOR PUBLIC ADMINISTRATION

**OANA URSU**

*Alexandru Ioan Cuza University of Iași, Romania*  
[surugiu.oana@gmail.com](mailto:surugiu.oana@gmail.com)

**Abstract:** Starting from the assumption that in the current global (economic) environment, the use of English in public institutions has seen a steady increase even in Romania, we argue that knowledge of English – and, in particular, mastering not only business but also legal terminology – is an absolute prerequisite for civil servants. Thus, drawing on a notional-functional approach (as put forth by the Council of Europe as early as the 1960s) and, at the same time, considering the importance of diagnosing the learners’ ‘pragmatic’ language learning needs (Richterich, 1977), this paper aims to explore the challenges posed by teaching English to Business and Economics students enrolled in the Public Administration program at the Faculty of Economics and Business Administration, within the “Alexandru Ioan Cuza” University of Iași. Moreover, the paper will be exploring the most adequate topics and the most effective methods and techniques that are likely to enhance the students’ English communication skills and prepare them for a successful labour market insertion.

**Keywords:** public administration, legal English (teaching), notional-functional approach, ‘pragmatic’ language learning needs.

## INVESTIGATING STUDENTS’ PERSPECTIVE ON E-LEARNING- A QUALITATIVE APPROACH

**OANA ȚUGULEA**

*Alexandru Ioana Cuza University of Iasi, Romania*  
[ciobanu.oana@uaic.ro](mailto:ciobanu.oana@uaic.ro)

**CLAUDIA STOIAN**

*Alexandru Ioana Cuza University of Iasi, Romania*  
[iuliana.bobalca@uaic.ro](mailto:iuliana.bobalca@uaic.ro)

**LIVIU-GEORGE MAHA**

*Alexandru Ioana Cuza University of Iasi, Romania*  
[mlg@uaic.ro](mailto:mlg@uaic.ro)

**Abstract:** The online learning trend started long before the Covid 19 pandemic. As a result of two years of strict online learning, education is nowadays seen differently, letting the door opened for researchers to investigate the advantages and disadvantages of this type of learning and its impact upon professional output for university students. The purpose of this research is to investigate students’ opinion regarding the online learning process.

The objectives are: (1) to identify the perceived advantages of online learning; (2) to identify the perceived disadvantages of online learning; (3) to explore the role of online learning in students’ professional life. In order to collect data, the in-depth interview qualitative method was used, based on the interview guide. The sample included 40 students with at least one year experience in online learning. Results reveal that the advantages of online learning are: flexibility, comfort, resources saving, improving professional skills, more access to information, responsibility and improving personal life while the disadvantages are social interaction issues, health problems, lower involvement, communication issues, technical problems, problems related to understanding information, online addiction and some evaluation problems.

**Keywords:** online learning, Covid-19, advantages of online learning, disadvantages of online learning







## THE IMPACT OF ARTIFICIAL INTELLIGENCE ON HIGHER EDUCATION TEACHING

**RALUCA STOICA**

*Alexandru Ioan Cuza University of Iași, Romania*  
[stoica.raluca@feaa.uaic.ro](mailto:stoica.raluca@feaa.uaic.ro)

**Abstract:** The future of higher education teaching is intrinsically linked with the development of new technologies and with Artificial Intelligence (AI), implicitly. Thus, in spite of all fears concerning AI, this study is meant to emphasize the fact that new technologies have an enormous potential to revolutionize language teaching and learning, by making them more engaging and effective for students and trainers, due to their teaching and learning tools. However, rapid technological developments inevitably bring multiple risks and challenges (pinpointed in this article), which have so far outpaced policy debates and regulatory frameworks. The future of AI looks promising, and we expect to face more and more AI uses in higher education teaching and learning.

**Keywords:** artificial intelligence, education, trainers

## THE DESIGN OF NEW PUBLIC LAW CONCEPTS IN THE DIGITAL ECONOMY: THE MULTILATERAL AGREEMENTS ON TAXATION AND FISCAL SOVEREIGNTY

**MIHAELA TOFAN**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[mtofan@uaic.ro](mailto:mtofan@uaic.ro)

**Abstract:** The paper addresses the particularities of the digital dimension of the global economy, which determined the need to use similar/compatible regulation worldwide for almost all the fields of the public law. This tendency is more dominant for the fiscal law, a distinctive area of public law and the main tool used by the states to determine the state's annual income. It is expected that all the government authorities aim at maximizing their revenues, using the constitutional protection for the sovereign right to determine taxes. The result is often inefficient, as the states engage in a tight competition between each other for the larger part of the taxable income. The short-term benefit from such conduct is unbalanced by the mid- and long-term distortion of the economic activities, asking for innovative solutions. The recent developments in international organization negotiation and the domestic perspective on the fiscal regime of the digital income have determined changes in the design of the public law concepts, favoring the mutual agreements on taxation and undermining the role of the national legislations on the topic.

The assessment of these recent evolutions in tax authorities' cooperation shows important changes in the design of the public law concepts in the digital economy: the imperative to draw multilateral agreements on taxation and the challenges of constitutional law.

**Keywords:** institutional framework, fiscal authorities' cooperation, tax law

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## TRACK 3a: POLICIES AND STRATEGIES IN EU PUBLIC AFFAIRS AND BUSINESS

On-line – Microsoft Teams ([link](#))

Chair:

*Professor Ph.D. Adina DORNEAN, Alexandru Ioan Cuza University of Iasi, Romania*

### STRENGTHENING THE STABILITY OF THE BANKING SECTOR OF GEORGIA VIA EU STANDARDS

**KHUBUA MARINE**

*Sokhumi State University, Georgia*

[m.khubua@sou.edu.ge](mailto:m.khubua@sou.edu.ge)

**Abstract:** The contribution of the banking sector in a sustainable development of Georgia is high. In order to increase the stability of the financial sector, strengthen its role and increase the efficiency of sustainable financing, it is important for the National Bank of Georgia to improve the supervisory mechanisms and the financial market through implementing the practices of the European Union. The article focuses on the structural features of the financial sector that contributes financial stability, the aspects of the Georgian economy, the social and environmental issues of the sustainable financing framework, the analysis of climate-related risks, the management of financial risks related to sustainability, the convergence of the Georgian banking legislation with the legislation of the European Union, the CRD IV package, the directives of the European Union and ways of implementing legal regulations, assessment of corporate governance and reporting system, improvement of audit quality.

**Keywords:** stability, banking, financial sector

### THE WAR IN UKRAINE AND ITS LESSONS FOR THE EU'S COMMON FOREIGN AND SECURITY POLICY

**MOSKALENKO OLEKSANDR**

*European University of Humanities, Vilnius, Lithuania*

[moskalenko.alexan@gmail.com](mailto:moskalenko.alexan@gmail.com)

**Abstract:** This war emphasized several issues that need to be taken into account. This article aims at understanding the lessons that should be learnt by the EU in terms of the CFSP – the policy area, which primary task was to ensure security of the EU *inter alia* by establishing the area of security, peace and freedom on the territory of the EU's neighbors.

The article focuses on three primary theses that look rather straightforward. First, military matters. The EU should leave behind its idealistic view of international politics and start building its own military power. What would indeed happen if Ukraine had fallen in three days as it had been predicted by all military analysts? What would the EU then offer to counter Russian tank columns marching towards Berlin, Prague and Paris?

Second, security must be a matter of the common care. The CFSP must get advanced to an adequate policy able to flexibly answer the contemporary challenges. Thus, the paralyzing requirement of unanimity should disappear. Moreover, the policy must be transformed from a vanity fair of individual countries bargaining for private local interests into a policy area where the decisions are developed and adopted in the interests of the entire Union. Nobody must be able to create dead-locks to personally benefit from the fire of a war in the middle of Europe.

Third, values matter. Putin has always been an international criminal, autocrat and dictator. By rejecting own values and exchanging them for Russian gas, oil and other benefits, the EU created a global monster out of a grey KGB bureaucrat, that Mr. Putin originally was. Yet, it is no surprise – pacification of a dictator has never been successful as the history teaches us.

**Keywords:** Ukraine, foreign policy, security policy





## CORPORATE SOCIAL RESPONSIBILITY: CHALLENGES AND EUROPEAN UNION STRATEGY (IN THE CONTEXT OF RELATIONS BETWEEN THE EU AND GEORGIA)

**TAKALANDZE LARISA**

*Sokhumi State University, Georgia*

[speaker@sou.edu.ge](mailto:speaker@sou.edu.ge)

**Abstract:** The article examines the challenges in the field of corporate social responsibility (CSR) and the strategy of the European Union in the field of CSR during the period of the COVID-19 coronavirus infection pandemic. The article touches upon the issue of how CSR is reflected in the practice of business relations of Georgian companies and the main directions, forms and specifics of the development of social responsibility in Georgia. Special attention is given to the analysis of the factors limiting the development of CSR in the country and the challenges during the COVID-19 pandemic. The article also examines the state and development of business in Georgia as a prerequisite for the successful implementation of CSR principles. Finally, recommendations are given on the practical use of CSR by Georgian companies, taking into account the strategy of the EU.

**Keywords:** CSR, business, CSR principles

## THE ECONOMIC ANALYSIS OF LAW AS AN ALTERNATIVE FOR THE DEFENSE OF INCLUSIVE MIGRATORY POLICIES IN THE EUROPEAN UNION

**RICARDO CHACUR**

*PhD student at the Faculty of Law of the University of Porto, Portugal*

[rcchaccur.adv@gmail.com](mailto:rcchaccur.adv@gmail.com)

**Abstract:** The migration of human beings from one territory to another is a phenomenon that has belonged to all Eras of history and the contacts between peoples have contributed to the formation of populations of modern National States, with their cultural heritage as a result of these interactions. As a result of Globalization and the Information Society, migratory flows have intensified mainly towards the countries of the western northern hemisphere, as in the case of the member countries of the European Union, creating in them a multicultural environment contested by nationalist discourses. This discourse, fueled by the spread of fear that immigrants may harm nationals and the country's development, has led to the growth of xenophobia in all countries of the European Union. Xenophobia has a significant negative impact on the attempt to integrate the immigrant into the community of the State that welcomes him, in addition to contradicting objectives such as the Treaty on the Functioning of the European Union, it also makes it difficult to achieve the objectives outlined by the 2030 Agenda such as those advocated in the SDGs 10, reduction of inequalities, and SDG 16, Defense of Peace, Access to Justice and Effective Institutions. It is also noted that the defense of inclusive migration policies and the fight against xenophobia is based on the various normative instruments at global, regional and national levels, but so far they have been shown to be ineffective in the effective treatment and combat of this type of structural crime. Xenophobia has grown in recent years in countries that have also seen a growth in the number of migrants. Based on this finding and the fact that the world economy is governed by capitalist ideology, in which economic power acts as an influencer in political and legislative decision-making, this paper intends to present the Theory of Economic Analysis of Law, by Richard Posner, as an alternative in defense of inclusive migration policies in the European Union.

**Keywords:** Economic Analysis of Law; Migration Policies; Immigrant Law; Xenophobia

**JEL Classification:** K37



## TALENT MANAGEMENT IN THE PUBLIC SECTOR. EMPIRICAL EVIDENCE FROM THE EMERGING ECONOMY OF ROMANIA

**BARRINGTON GRAHAM**

*Babes Bolyai University of Cluj-Napoca, Romania*  
[graham.barrington@econ.ubbcluj.ro](mailto:graham.barrington@econ.ubbcluj.ro)

**Abstract:** Talent management in the public sector is an understudied subject that has been receiving increased attention from researchers in recent years. Just like their private sector counterparts, public sector organizations need talents or employees they regard as high performers and who can support their operations and enhance their service to the public. But, research into how talent management is conceptualized and operationalized in these organizations has been limited, prompting calls for more empirical studies on the subject. This study was based on a series of semi-structured interviews among employees in public sector organizations in Romania. The study was grounded in the Theory of Bureaucracy and the data obtained from the interviews was analyzed using the aforementioned methodology and from which some conclusions were drawn, with theoretical implications in the form of propositions, practical implications, as well as talent management strategies appropriate for public sector organizations and future research directions.

**Key words:** Talent management. Public sector, Bureaucracy, Talent, Recruitment

**JEL Classification:** O15

## SYSTEMATIC REVIEW OF THE AGRIBUSINESS BRANDING LITERATURE: GATHERING THE RELEVANT GUIDELINES

**HORAȚIU OLIVIU BUZGĂU**

*Babeș-Bolyai University, Cluj-Napoca, Romania*  
[horatiu.buzgau@ubbcluj.ro](mailto:horatiu.buzgau@ubbcluj.ro)

**SMARANDA ADINA COSMA**

*Babeș-Bolyai University, Cluj-Napoca, Romania*  
[smaranda.cosma@ubbcluj.ro](mailto:smaranda.cosma@ubbcluj.ro)

**Abstract:** Even though it is built on several economic entities, a tightly consolidated brand can offer significant leverage over supply flows and even sales, with the ultimate consumer serving as the primary benefactor. Brands are viewed as strong weapons that enable change during this time, possibly more so than ever before. Through them, businesses can reach clients all over the world, and these customers share the business philosophies and public perceptions of economic players. As a result, a brand's success required a substantial base of devoted customers with the ability to shape their way of life. Agribusiness branding is the process of giving a firm or product in the agriculture sector a distinctive character. Branding serves two purposes: to set items or businesses apart from the competition and to foster a favourable image of the latter in the eyes of customers. Branding is crucial in the agribusiness because it enhance consumer loyalty and trust. An overview of the scientific studies that addressed the numerous elements or aspects of the brand in agriculture is what this research intends to do. The PRISMA 2020 declaration is adhered to in the current study's systematic reviews and meta-analysis of brand value, brand equity, brand trust, and brand loyalty examined in studies focused on branding agriculture in the previous 12 years. Although there are more papers on branding in agriculture, comprehensive evaluations of contemporary results and methods are lacking in the literature. Researchers pay close attention to brand value and trust as well as their interactions. Customer loyalty is seen as a key motivator for prosperous agricultural firms. The study offers information that is useful to both academics and business.

**Keywords:** agribusiness branding systematic review, agribusiness brand value, agribusiness brand equity, agribusiness brand trust, agribusiness brand loyalty

**JEL Classification:** Q13





## COMPETITION POLICY AND BIG DATA IN INDIA: A COMPARATIVE ANALYSIS OF THE EU FOR THE PATH AHEAD

**KAYOMARD IRANI**

*Student, LL.M., Business and Corporate Laws, Symbiosis Law School, Pune, India*

[kayomard.irani529@gmail.com](mailto:kayomard.irani529@gmail.com)

**BINDU S RONALD**

*Professor, Symbiosis Law School, Pune, India*

[bronald@symlaw.ac.in](mailto:bronald@symlaw.ac.in)

**SHIVANI RAJESH**

*Assistant Professor, Symbiosis Law School, Pune, India*

[shivani.rajesh@symlaw.ac.in](mailto:shivani.rajesh@symlaw.ac.in)

**Abstract:** The advent of technology has led to the introduction of an ever-evolving giant termed as 'Big Data' which has left a mark in the field of Competition Law. The aim of the paper will be to study the impact of Big Data on Competition Law and analyze the possible consequences considering relevant case laws thereby suggesting various measures to prevent anticompetitive practices from taking place. The paper shall commence with analyzing the four crucial components called 'Velocity, Volume, Variety and Value' that form Big Data. Furthermore, the authors shall shed light on possible anti-competitive practices taking place due to the misuse of Big Data via mergers and acquisitions, tie-in Arrangements and abuse of dominant position by the major conglomerates. The forthcoming chapter in the paper shall also comprise of a counterview where the authors shall rely on various literature stating the impact of Big Data on Competition Law and what the future beholds considering the rapid advent in technology. Lastly, the penultimate part of the paper shall revolve around the vital all-encompassing comparative analysis of the landmark novel cases such as the Facebook-WhatsApp merger case held before the European Commission along with certain crucial judgments of India such as the Vinod Kumar Gupta v. WhatsApp Inc case through which the authors shall analyze and draw suggestions for a policy in India to prevent anti-competitive practices and also tame the giant termed as 'Big Data'.

**Keywords:** Competition Law, Big Data, Competition Policy

## ECONOMIC CONSEQUENCES OF WAR IN UKRAINE: A COMPREHENSIVE ANALYSIS

**LUȘ, AN MIHAI-CIPRIAN**

*Babeș-Bolyai University, Cluj-Napoca, Romania*

[ciprian.luscan@econ.ubbcluj.ro](mailto:ciprian.luscan@econ.ubbcluj.ro)

**Abstract:** The outbreak of hostilities in Ukraine has had significant economic repercussions for both the nation and the surrounding areas. The objective of the following paper is to offer a comprehensive review of the economic repercussions of the ongoing conflict in Ukraine, including its effects on various industries, macroeconomic indices, and potential for long-term growth possibilities. Drawing upon a range of primary and secondary data sources, the study presents a multifaceted assessment of the economic effects, considering both immediate and long-term implications. The paper begins by examining the direct costs of the conflict, including the destruction of infrastructure, loss of human capital, and disruption of production and trade. It investigates the impact on key sectors such as agriculture, manufacturing, energy, and finance, highlighting the challenges faced by businesses and the labor market. The analysis also delves into the effect of the war on foreign direct investment, international trade, and the overall investment climate in Ukraine. Furthermore, the study explores the macroeconomic consequences of the conflict, investigating the implications for fiscal stability, monetary policy, and exchange rate dynamics. It examines the role of external financial assistance and the effectiveness of economic policies implemented during the crisis.



Moreover, it assesses the impact on public debt, inflation, and poverty levels, considering the differential effects across regions and social groups. This comprehensive analysis of the economic consequences of the war in Ukraine contributes to the existing literature by providing a nuanced understanding of the multifaceted impacts of the conflict. It offers valuable insights for policymakers, international organizations, and researchers seeking to comprehend and address the economic challenges arising from war-affected regions.

**Keywords:** economic repercussions, macroeconomic, foreign investments

## THE INSOLVENCY OF "COLTERM" S.A. TIMIȘ, ARA: LEGALITY AND RESILIENCE IN A LOCAL PUBLIC AFFAIR

**CRISTIAN CLIPA**

*West University of Timisoara, Romania*

[cristian.clipa@e-uvt.ro](mailto:cristian.clipa@e-uvt.ro)

**VIOLETA STRATAN**

*West University of Timisoara, Romania*

[violeta.stratan@e-uvt.ro](mailto:violeta.stratan@e-uvt.ro)

**Abstract:** The District Heating Company "COLTERM" S.A. is an economic operator in the field of steam and hot water distribution for residential and commercial heating requirements whose sole shareholder is the Municipality of Timișoara (legal entity of public law). The company is subordinated to the Local Council of the same city. After two huge fines issued by the Environment Fund Administration, "COLTERM" S.A. entered a precarious financial state, which led to the company's insolvency. Its debts accumulated towards suppliers - among which an important one was E.ON., the company ensuring the gas supply of "COLTERM" S.A. This fact determined the judges of the Timiș Tribunal to declare the company's insolvency. In this factual context, several issues are to be solved.

1. Should the principle of continuity prevail with regard to the public service of district heating in Timișoara, after the insolvency of "COLTERM" S.A.?

2. Is there a truly resilient solution – legally, economically and technically – able to ensure real prospects for the survival of the district heating public service in Timișoara, after the insolvency of "COLTERM" S.A., in compliance with reasonable standards of efficiency, accessibility, environment protection and preservation of public health?

3. In case of the bankruptcy of "COLTERM" S.A., what would be the legal destiny of this company's patrimony, considering its status of a public enterprise, the provisions of Act no. 325/2006 on the centralized heating public service, as well as other relevant legal provisions?

**Keywords:** public service; centralized heating; insolvency; efficiency, accessibility; environment; public health; sole shareholder; public enterprise; bankruptcy

## SHORT CONSIDERATIONS ON THE PROBLEM OF CRIMES AGAINST THE FINANCIAL INTERESTS OF THE EUROPEAN UNION IN DOCTRINE AND JURISPRUDENCE

**RUXANDRA RĂDUCANU**

*University of Craiova, Romania*

[raducanuruxandra@gmail.com](mailto:raducanuruxandra@gmail.com)

**Abstract:** The Romanian legislator regulated in 2000 the crimes against the financial interests of the European Union in a separate chapter of the Law for preventing, discovering and punishing crimes of corruption. In article 5 of that Law it was stated that incriminating these crimes assures the protection of the European Union funds and resources.





The problems regarding the concurrence of criminal offences regulated by this Law and those incriminated by the Special Part of the Romanian Criminal Code, the establishment of the quality of the subjects of the crimes required and require a through analysis of the doctrine and the relevant case-law.

This article aims to present the most important problems issued in the jurisprudence and the relevant case-law through a substantial analysis of the relevant legislation.

**Keywords:** fraud, crime of deception, concurrence of crimes, the budget of the European Union, legal person

### TRACK 3b: POLICIES AND STRATEGIES IN EU PUBLIC AFFAIRS AND BUSINESS

Room B502 and on-line Microsoft Teams ([link](#))

**Chair:**

*Associate Professor PhD. Ada-Iuliana POPESCU, Alexandru Ioan Cuza University of Iasi, Romania*

### ENERGY REHABILITATION OF BUILDINGS, THE ESSENTIAL COMPONENT OF GLOBAL POLICIES REGARDING CLIMATE CHANGE. VIEW ON PUBLIC POLICIES IN THE US, EU, CHINA AND AUSTRALIA

**CRISTINA ONET**

*Lucian Blaga University of Sibiu, Romania*  
[cristina.onet@ulbsibiu.ro](mailto:cristina.onet@ulbsibiu.ro)

**CIPRIAN FLOREA**

*Lucian Blaga University of Sibiu, Romania*

**Abstract:** Starting from the premise already stated in the title according to which the energetic rehabilitation of buildings is an essential component of the policies regarding the fight against the climate change, this paper briefly presents several international variants of thermal rehabilitation policies and energy of buildings, with the lens of the most important countries, both from the point of view of the number of buildings that must be subjected to this process, as well as the diversity and efficiency of the policies adopted and the programs used in order to achieve this objective. This presentation of policies from some of the most important countries in the world is not intended to be exhaustive, but it provides a general and useful perspective on the most effective and used specific programs.

The second part of the work includes a presentation of the most important legislative measures and national programs adopted by Romania in the effort to improve the energy performance of the built real estate fund, as well as a series of useful conclusions for both Romania and any other state in a similar situation. Any of the presented models, even if only briefly, we consider that they could represent sources of inspiration for identifying the most suitable and effective solutions for a country like Romania, which is at the beginning of the road on the path of adopting and implementing policies to combat a climate changes, in general and those regarding the thermal rehabilitation of buildings, in particular.

**Keywords:** combating climate change, thermal rehabilitation of buiding, energy performance of buiding, the built real estate fund, green energy, sustainable public policies





## THE RULE OF LAW – AN ESSENTIAL VALUE OF THE EUROPEAN UNION

**CRINA MIHAELA VERGA**

*George Bacovia University of Bacau, Romania*

[crina\\_verga2000@yahoo.com](mailto:crina_verga2000@yahoo.com)

**Abstract:** The rule of law is an essential concept, considering the state's submission to the legal norms established at the national level, being known, over time, under different names: rechtstaat, l'état de légalité, rule of law. The regulation and effective implementation of this principle makes the difference between democratic and totalitarian regimes.

The present paper aims, first, to define the notion of the rule of law, as well as the requirements that it implies. The aim is then to establish the legal framework of the rule of law at the European Union. The second part of the exposition emphasizes the application and the concrete defense of the analyzed principle by the institutional structures of the European Union.

The article is of real importance both for the specialists in the field and especially for the European member states of this regional organization they belong to, states whose fundamental obligation is the adequate application of the demands of the rule of law.

**Keywords:** rule of law, application, European Union, member states

**JEL Classification:** N44

## GOOD PRACTICES IN THE IMPLEMENTATION OF COHESION POLICY: THE CASE OF CENTRAL AND EASTERN EUROPEAN COUNTRIES

**ADINA DORNEAN**

*Alexandru Ioan Cuza University of Iași, Romania*

[amartin@uaic.ro](mailto:amartin@uaic.ro)

**ISABELA-FLORENTINA IRIMIA**

*Alexandru Ioan Cuza University of Iași, Romania*

[isabelaflorentina17@icloud.com](mailto:isabelaflorentina17@icloud.com)

**Abstract:** The EU enlargement process is accompanied by a series of differences between EU member states regarding economic development. In this context, the efficient implementation of cohesion policy become more necessary in order to reduce the disparities between countries and between different areas and regions in the same country. This paper aims to analyze the effects of cohesion policy in the Central and Eastern European countries for the 2014-2020 programming. Based on the data provided by the European Commission, the Romanian Fiscal Council, Eurostat and Cohesion Open Data Platform, we investigate the impact of the cohesion policy by analyzing the use of European Structural and Investments (ESI) Funds, the member states capacity to attract and retain the ESI Funds and also the absorption rate in general, but also in an economy affected by the Covid-19 pandemic. The research showed that the impact of cohesion policy has proven to be positive in the analyzed countries, with positive results in the field of infrastructure, research and innovation, education, health, environment and the competitiveness of SMEs. These positive results also led to a continuous increase of GDP per capita throughout the 2014-2020 programming period.

**Keywords:** cohesion policy, European Structural and Investments (ESI) Funds, Central and Eastern European countries, absorption rate

**JEL Classification:** F36, O40, O57





## KEY ECONOMIC INDICATORS AND SUSTAINABLE GROWTH. A COMPARATIVE ANALYSIS ON CEE COUNTRIES

**MIHAELA ONOFREI**

*Alexandru Ioan Cuza University of Iasi, Romania*

[onofrei@uaic.ro](mailto:onofrei@uaic.ro)

**DANA-CLAUDIA COJOCARU**

*Alexandru Ioan Cuza University of Iasi, Romania*

[claudia.cojocaru82@yahoo.com](mailto:claudia.cojocaru82@yahoo.com)

**ALIN-VASILE STRĂCHINARU**

*Alexandru Ioan Cuza University of Iasi, Romania*

[alinstrachinaru@yahoo.com](mailto:alinstrachinaru@yahoo.com)

**Abstract:** The public sector plays a significant role in stimulating economic growth as its policies and actions influence economic performance in any economy. Over the last 30 years, Central and Eastern European countries have undergone considerable political and economic change, leading to accelerated economic growth. However, despite the many advances that have taken place over the years, the public sector is currently facing a period of economic downturn due to challenges related to international instability (COVID-19 pandemic, geopolitical instability). In this context, our research investigates the effects of macroeconomic indicators on economic growth in Central and Eastern European countries in a panel for the period 2010-2020.

The set of macroeconomic indicators was subjected to least squares regression (OLS) to determine the degree of relationship between them and economic growth. The regression results show that a set of variables (inflation rate, real interest rates, domestic credit to the private sector, current account balance, and government expenditure) have a negative and significant impact on economic growth.

These findings underline the need to implement strong macroeconomic policies that promote sustainable economic growth. Creating an environment conducive to economic growth requires a combination of complex macroeconomic policies, human capital development, access to finance, infrastructure development, and trade openness.

**Keywords:** sustainable development, fiscal policy, economic growth, resource efficiency, Central and Eastern European

## FACTORS INFLUENCING LOCAL GOVERNMENTS' INVESTMENT DECISION

**FLORIN OPREA**

*Alexandru Ioan Cuza University of Iasi, România*

[foprea@uaic.ro](mailto:foprea@uaic.ro)

**ANDREI DASCĂLU**

*Alexandru Ioan Cuza University of Iasi, România*

[a.dascalu85@gmail.com](mailto:a.dascalu85@gmail.com)

**Abstract:** Local communities' sustainable development represents a key topic on public governments' agenda, thus raising the problem of social and economic growth determinants, which could be shaped throughout promoted public policies. In this context, public investment plays a crucial role, being considered as a main trigger of local development on medium and long term, in close connection with the quality of the associated decision-making process. Under democratic values as decentralization, local autonomy and self-government, public investment decisions are configured by local authorities while facing particular constraints or influence factors, both related to endogenous sources (e.g. administrative capacity, legal



competence or legal constraints) or exogenous ones (as financial market conditions, corruption, institutional arrangements, politics etc.), which are affecting finally the quality of the adopted decisions. From this perspective, our study aims first to identify the factors potentially affecting the local governments' investment decision, to emphasize the particular transmission channels of their influence and to reveal their potential expected impact. On this base, secondly we aim to suggest some alternatives to counteract the negative effects of the discussed factors, as useful inputs for (new) public policies.

**Keywords:** local governments, decision, investments

## INTEGRATING INTERSECTIONALITY IN EUROPEAN UNION POLICIES

ADA-IULIANA POPESCU

*Alexandru Ioan Cuza University of Iasi, Romania*

[ada.popescu@uaic.ro](mailto:ada.popescu@uaic.ro)

**Abstract:** Achieving better gender equality is still one of the challenges that the European Union (EU) has to properly address. The current EU gender equality strategy aims to erase gender inequalities in all policies areas and actions of the EU, highlighting the importance of strong legal frameworks to protect and promote gender equality. The EU recognizes the need to suppress any form of discrimination and disadvantage based on gender, race, ethnicity, class, sexual orientation, disability, and other factors. The task is even more challenging in cases where individuals may experience overlapping forms of discrimination. In this context, the paper analyses how and if the intersectionality principle is integrated in EU policies, improving gender equality.

**Keywords:** gender equality, intersectionality, public policies, European Union law

**JEL Classification:** K38, K31, K33

**Acknowledgement:** *The author/s acknowledge the co-financed support by the European Commission, European Education and Culture Executive Agency (EACEA), Jean Monnet Chair. EU Public Administration Integration and Resilience Studies-EU-PAIR, project no. ERASMUS-JMO-2021-HAI-TCH-RSCH-101047526, decision no. 1190440/17.02.2022. Views and opinions expressed are however those of the authors only and do not necessarily reflect those of European Union or European Commission (EACEA). Neither the European Union nor the granting authority can be held responsible for them.*

## THE NEW YORK CONVENTION: REGULATING AND STANDARDIZING INSTRUMENT FOR THE INTERNATIONAL NORMATIVE FRAMEWORK ON THE EFFECTIVENESS OF FOREIGN ARBITRAL AWARD

LAZĂR DIANA

*Moldova State University, Chișinău, Republic of Moldova*

[diana.h.lazar@gmail.com](mailto:diana.h.lazar@gmail.com)

PLOTNIC OLESEA

*Moldova State University, Chișinău, Republic of Moldova*

[plotnicolesea.aum@gmail.com](mailto:plotnicolesea.aum@gmail.com)

**Abstract:** The 1958 New York Convention was the fruit of political negotiations and international empirical debates, its text being finalized in a multinational conference, based on the project proposed by the



International Chamber of Commerce in Paris and the Economic and Social Council of the UN. Illustrious scholars in the field of international trade law participated in the drafting of the Convention, including: Prof. P. Sanders (Netherlands), Dr. O. Glossner (Germany), F. Eisemann (CCI), M. Domke (USA), G. Holleaux (France), M. Matteucci (Italy), etc. The New York Convention, compared to previous treaties and common law in the field of arbitration, produced important innovations and improvements. The treaty has a wider scope, the need for the parties to be national subjects of one of the signatory states being abandoned. The aim of this paper is to discuss a series of progressive steps that must be followed after the adoption of the New York Convention with a detailed analysis on the importance of special different internal regulation using compared analytical methods. The main objectives of the paper include: circumscribing the scope of the New York Convention of 1958 and identification of standardized solutions for the application of the grounds for refusing the effectiveness of foreign arbitral awards.

**Keywords:** foreign arbitral award, efficiency, New York Convention of 1958, international arbitration, alternative dispute resolution.

**JEL Classification:** K12, K20

## ACHIEVING COMPETITIVENESS IN PUBLIC SECTOR ORGANIZATIONS THROUGH HUMAN RESOURCE DEVELOPMENT

**IGOR MATVEICIUC**

*Academy of Economic Studies of Moldova, Chisinau, Republic of Moldova*  
[igormatveiciuc@mail.ru](mailto:igormatveiciuc@mail.ru)

**CHRISTIANA BRIGITTE SANDU**

*Alexandru Ioan Cuza University of Iași, Romania*  
[christiana.balan@uaic.ro](mailto:christiana.balan@uaic.ro)

**ALIC BÎRCĂ**

*Academy of Economic Studies of Moldova, Chisinau, Republic of Moldova*  
[alibir@yahoo.com](mailto:alibir@yahoo.com)

**Abstract:** Competitiveness is a key factor for the evaluation not only of business organizations, but also of those in the public sector. Public sector organizations, through the policies, strategies and programs they develop and implement, contribute to increasing the competitiveness of a country. In this context, human resources working in the public administration have a decisive role and with direct implications on national competitiveness.

This paper aims to highlight the role of human resources development in increasing the competitiveness of public institutions. While the competitiveness of the organizations in the private sector depends on several factors, in the public sector the human resources are the major factor in ensuring its competitiveness.

Previous studies have underlined the relationship between the development of human resources and the competitiveness of public institutions. They have analysed the impact of both human resource development and human resource management practices on competitive advantage. The objective of this research is to emphasize the role of human resources development in achieving performance and competitiveness in public sector. Moreover, we make conceptual clarifications regarding the competitiveness of public institutions.

The decision-makers within organizations should focus constantly on the human resources development process as this enable organizations to be performant and competitive. In the case of public sector organizations, the human resources development is much more significant, because civil servants develop policies, strategies, and programs with both local and national impact. And, the citizens' well-being depends on the quality and efficiency of developed and implemented policies and programs. Consequently, the human resources development process in public sector organizations must be continuous and compliant to the changes in all spheres of life.

**Keywords:** competitiveness, public sector organizations, human resources development

**JEL Classification:** H11; M53



Collaborative partners



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## VALUE MANAGEMENT IN OVERCOMING CRISIS SITUATIONS OF ENERGY ENTERPRISES IN THE REPUBLIC OF MOLDOVA

**IURIE BEȘLI**

*Alecu Russo State University, Republic of Moldova*

[iurie.besliu@gmail.com](mailto:iurie.besliu@gmail.com)

**OLEG PETELCA**

*Alexandru Ioan Cuza University of Iași, Romania*

[oleg.petelca@gmail.com](mailto:oleg.petelca@gmail.com)

**VERONICA GARBUZ**

*Alecu Russo State University, Republic of Moldova*

[garbuz\\_veronica@yahoo.com](mailto:garbuz_veronica@yahoo.com)

**Abstract:** The energy sector plays a crucial role in economic development and the stability of a country. However, energy enterprises often face various challenges and crises that can have a significant impact on their financial performance. In the case of the Republic of Moldova, the energy sector has experienced various crisis situations in recent years, requiring efficient strategies for recovery and resilience.

This scientific article aims to explore the role of value management in overcoming the crisis situations faced by energy enterprises in the Republic of Moldova. The study focuses on understanding how value management practices can contribute to the financial recovery and resilience of these enterprises.

Through a comprehensive literature review and empirical analysis, the research examines the key concepts and principles of value management in the context of the energy sector. It investigates the specific challenges and crisis factors experienced by energy enterprises in the Republic of Moldova and explores potential strategies and initiatives that can be implemented to mitigate these challenges. The methodological support for the empirical research consists of financial and statistical analysis of the financial reports of 5 state-owned joint-stock companies operating in the energy market of the Republic of Moldova.

The findings show that value management, through its emphasis on optimizing financial performance and creating sustainable value, can play a crucial role in the recovery process of energy enterprises. The implementation of value-based strategies, such as crisis situation diagnosis, operational value management model, strategic value management model, and strategic decision-making, can contribute to the financial stability and long-term viability of these enterprises.

The research further highlights the importance of effective governance, stakeholder engagement, and regulatory frameworks in facilitating the successful implementation of value management practices in the energy sector. It emphasizes the need for collaboration between energy enterprises, government institutions, and other relevant stakeholders to overcome the crisis situation and promote a resilient energy sector in the Republic of Moldova. This study provides valuable insights for practitioners in the energy sector, policymakers, and researchers, offering a comprehensive understanding of the role of value management in addressing crisis situations and stimulating financial recovery in energy enterprises in the Republic of Moldova. The findings can serve as a basis for informed decision-making and the development of targeted strategies to enhance the resilience and sustainability of the energy sector in the face of challenges.

**Keywords:** strategy, energy sector, Republic of Moldova





## DIRECTIONS FOR THE DEVELOPMENT OF PUBLIC SERVICE PERFORMANCE MANAGEMENT IN THE REPUBLIC OF MOLDOVA

FURCULIȚA TATIANA

*State University of Moldova, Chisinau, Republic of Moldova*

[jardantt@gmail.com](mailto:jardantt@gmail.com)

**Abstract:** At the moment, the public administration is in an unfortunate situation where public office is neither attractive nor motivating for good and honest professionals. The implementation of some dimensions of the public administration reform is delayed or proceeds with difficulty. The public administration continues to perform functions that do not exactly correspond to the role of the state in a functional market economy. For this reason, the modernization of public administration is a desire of the whole society, regardless of the fluctuations of the opinion polls. The modernization of a country, however, is not possible without the gradual and constant reformation, at all levels, both vertically and horizontally, of all the political and social components of the state, including increasing the performance management of the public office.

**Keywords:** public management, performance management, public administration, transparency, good governance

**JEL Classification:** H83, H11.





## TRACK 4: SMART-WORKING AND SMART-CITIES IN THE EU

Room B503 and on-line Microsoft Teams ([link](#))

### Chairs:

*Professor PhD., Davide ANTONIOLI, University of Ferrara, Italy*  
*Lecturer PhD. Alexandru RUSU, Alexandru Ioan Cuza University of Iasi, Romania*

### HISTORICAL CHALLENGES AND CRISIS IN BUILDING AN INTEGRATED EUROPE: SOFT POWER LESSONS FROM LUXEMBOURG

ELENA DĂNESCU

*Luxembourg Centre for Contemporary and Digital History, University of Luxembourg*  
[elena.danescu@uni.lu](mailto:elena.danescu@uni.lu)

**Abstract:** The history of European construction after the Second World War is characterized by a crisis-led policy-making process in which the small states and their leadership have played from the outset a critical role. This is the case for the Grand Duchy of Luxembourg – one of the smallest countries of our continent but the 1st in terms of wealth (as measured by GDP/capita) – which adopted, in its strategical approach to multilateralism and regional integration, an international outlook both for security and economic reasons, and pioneered the emergence of the European project by being in 1951 one of the six founding members of the European Coal and Steel Community (ECSC) and, subsequently, the workplace of the newly established ECSC supranational institutions. Since then, Luxembourg has acted a mediator and a source of ideas in the EU, either as a member State, or through some of its leadership. Based on a wide range of archival documents and new oral history sources, this paper will examine how the Grand-Duchy had progressively become a leading player and consensus builder in the European integration history and had consolidated its soft power status stemmed from its capacity to foresee and resolve crisis situations, and from the influential nature of its leadership.

**Keywords:** European Union, integration, EU history

### SMART WORKING AT “ALEXANDRU IOAN CUZA” UNIVERSITY OF IASI DURING AND AFTER THE PANDEMIC

ANA-MARIA BERCU

*Alexandru Ioan Cuza University of Iasi, Romania*  
[bercu@uaic.ro](mailto:bercu@uaic.ro)

CARMEN MOLDOVAN

*Alexandru Ioan Cuza University of Iasi, Romania*  
[carmen.moldovan@uaic.ro](mailto:carmen.moldovan@uaic.ro)

ADRIAN IFTENE

*Alexandru Ioan Cuza University of Iasi, Romania*  
[adiftene@info.uaic.ro](mailto:adiftene@info.uaic.ro)

ALEXANDRU RUSU

*Alexandru Ioan Cuza University of Iasi, Romania*  
[alexrusucuguat@yahoo.com](mailto:alexrusucuguat@yahoo.com)



**Abstract:** In Romania remote working was regulated before the Covid 2019 pandemic in the forms of working from home and teleworking, but they were not frequently encountered in the practice of labor relations. Considering the content of the applicable rules, general and particular, these recognized forms are different from the work from anywhere. The Labour Code (Law no 53/2003 republished) represents the general framework for the work relationships, including the conditions applicable to the individual work contract. It regulates home working and Law no 81/2018 regulates teleworking activity. It contains legal definitions for the terms telework and tele-employee and details on this type of work and the fields in which this legal regime may be applicable. Law no 55/2020 on some measures to prevent and combat the effects of the COVID-19 pandemic contains rules regarding the performance of employment contracts in the form of teleworking or work from home. Overall, the Romanian legislation on working at home and teleworking proved to be flexible enough and adequate to respond to the challenges of the Covid 19 pandemic in the labor environment.

The pandemic of COVID-19 was undoubtful a real challenge for the academia to become resilient and to overcome the risks, responding to the main mission that it had, to offer to its members the educational services at a high level. At the Alexandru Ioan Cuza University of Iasi, Romania, the mission was accomplished during the pandemic due to the members of academia that understand very well their role and change the ways of teaching, making research by adopting new tools and practices. In this regard, the management of out-of-office work implied a sort of decisions that were adopted at all the academic levels (didactic, research and administrative) to being able to provide the services to the community. The motivators were the safety, the security of the professors, students and administrative personnel, the opportunity to develop new skills and to learn new on-line tools, to connect with the people and to share with them thoughts, ideas, concerns. As a negative motivator factors, the lack of interaction with colleagues and students, the inactivity of the students during the classes, the assurance of the needed resources (as Internet connection, devices), the balance between private and professional life are just a few from the ones indicate by our interviewees as having a huge impact. The working conditions changed in terms of working time, flexibility hours, stress level, costs, commuting to the on-line activities entirely, integration at the workplace.

**Keywords:** smart working, labor relations, resilience

**Acknowledgments.** *This work was supported by project Industrial Relations for Smart-Workers in Smart Cities (IRSmart), DG Employment, VP/2020/004, GA VS/2021/0200*

## RESILIENCE AMONG EUROPEAN HEALTHCARE SYSTEMS – CURRENT CHALLENGES AND REMEDIES

**OANA-RAMONA SOCOLIUC (GURIȚĂ)**

*Alexandru Ioan Cuza University of Iasi, Romania*

[oana.socoliuc@uaic.ro](mailto:oana.socoliuc@uaic.ro)

**Abstract:** The topic of resilience applied to the healthcare systems captured the attention of the research agenda in the context of Covid 19 pandemic. These were the circumstances which raised the awareness on the need for training the ability of national healthcare systems to design prompt measures and remedies in front of such harsh outbreaks. Resilience became be a nodal landmark for further strategies concerning healthcare sector, but the achievement of such goal is restricted by a larger set of determinants among which the institutional background, seems to be a triggering factor. Covid 19 proved to be a worldwide shock that emphasized how fragile and different the healthcare systems are in terms of stability, prevention, detection, or treatment even within the European Union. Despite the proposed concerted measures at the EU level as to prevent the spread of infections and to reduce the negative effects of pandemic, each member state has followed its own path. Consequently, the purpose of this paper is to investigate the manner in which the two European healthcare systems managed to develop resilience after Covid lesson as to provide further health security to all its citizens.

**Keywords:** health resilience, COVID-19, European healthcare systems, crisis, health security



Collaborative partners



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Ambassade en Roumanie



## THE SMART CITY FRAMEWORK IN ROMANIAN CITIES

**VLAD-TUDOR TRINĂ**

*Babeș-Bolyai University, Cluj-Napoca, Romania*

[vlad.trinca@econ.ubbcluj.ro](mailto:vlad.trinca@econ.ubbcluj.ro)

**Abstract:** As municipal governments strive to improve the residents' quality of life through the use of digital solutions, the integration of smart city strategies became an important topic in the development of towns. European funding became available for member states to encourage the adoption of digital technologies for a more transparent local administration that encompasses a sustainable way of living and a responsible use of resources. Researchers have approached this topic from many angles and case studies from cities that present examples of good practices have been published in the recent period. This research aims to present how cities in Romania managed to include the smart city framework into their strategic planning, along with the challenges they encountered. The advantages of implementing this concept will be brought into the spotlight and several disadvantages that could be seen as opportunities to overcome in the future will also be presented.

**Keywords:** smart city, digitalization, management

**JEL Classification:** M15, O30, O32, O38, R58

## SMART-WORKING, COVID-19 AND INDUSTRIAL RELATIONS: THE REGULATORY PERSPECTIVE

**DAVIDE DAZZI**

*IRES Emilia-Romagna, Bologna, Italy*

[davide.dazzi@er.cgil.it](mailto:davide.dazzi@er.cgil.it)

**DANIELA FREDDI**

*IRES Emilia-Romagna, Bologna, Italy*

[daniela.freddi@er.cgil.it](mailto:daniela.freddi@er.cgil.it)

**Abstract:** The Covid-19 outbreak has changed our working and living conditions. As social distancing was introduced as a form of health restriction to reduce contagion, many governments strongly encouraged minimising physical presence at work. In line with the Governments' recommendations, a large number of businesses accelerated the use of remote work, with personnel working mainly from home and using ICT and digital devices as laptops, smartphones, videoconferencing, cloud services and private and public networks. The same shift toward smart-working (from now on we over extend the definition and meaning of the term smart-working to encompass different form of outside-the-office way of working - e.g. teleworking, remote work, agile working – which are reviewed and analysed in the paper) happened in the public administrations. In a comparative perspective among EU countries, smart-working, before the advent of Covid-19 outbreak, was regulated either through legislation or by collective bargaining or by both types of regulation depending on historically and traditionally constituted configurations of national institutions. Accordingly, those countries with strong traditions of voluntarist regulation (such as EU Nordic countries) have mainly addressed smart-working through collective bargaining, whereas statutory legislation has been more prominent in 'state-centred' industrial relations models (France, Portugal, etc.). At the same time, we saw that in some countries was already in place a specific legislation on smart-working (especially in the tele work meaning) or, if not, smart-working was addressed indirectly in different laws. In most of the EU countries thus, the massive shift towards smart-working occurred in a context where there was at least a partial knowledge of it and/or related legislation. However, the jump in the adoption of smart-working experienced in most of the countries, especially those where it was not very diffused before the pandemic, opened to new forms of work organisations and pushed public authorities and companies to specifically deal with it and beginning to include it as "business-as-usual way" of working. Several characteristics of smart-







working, positive and negative, were already known before the pandemic and they have substantially been confirmed by the massive shift occurred after the pandemic outbreak. As we saw in the paper, no specific EU Directives were dedicated to remote working before Covid-19 even if many directives and EU regulations had indirect implications on it. In this context, it is necessary to deepen the knowledge of the characteristics and effects of smart-working in order to avoid and control the key negative effects while benefiting of the positive ones. In particular, it should be better addressed the implications for workers but also for the living conditions, with a potential role played by industrial relations systems and social dialogue.

**Keywords:** smart-working, labour regulation, industrial relations, Covid-19, countries comparison

**JEL:** K31, J8, J53

**Acknowledgement:** *IRsmart - Industrial Relations for Smart-Workers in Smart Cities - AGREEMENT NUMBER — VS/2021/0200*

## SMART-WORKING AND THE ORGANISATION OF LABOUR

**DOMINIK OWCZAREK**

*Institute of Public Affairs, Warsaw, Poland*  
[dominik.owczarek@isp.org.pl](mailto:dominik.owczarek@isp.org.pl)

**MACIEJ PANKOW**

*Institute of Public Affairs, Warsaw, Poland*  
[maciej.pankow@isp.org.pl](mailto:maciej.pankow@isp.org.pl)

**Abstract:** Although niche, the topic of remote working has been addressed by several academics and even practitioners since the 1970s. During these decades, various research problems related to this issue were explored, which enriched the body of knowledge and theories in the field of human resource management, sociology of work and related fields. Indeed, we may agree with those scholars and practitioners who state that there is practically no return to the status quo ante the pandemic. Smart working (from now on we over extend the definition and meaning of the term smart-working to encompass different form of outside-of-office-work (OOOW) way of working - e.g. teleworking, remote work, agile working – which are reviewed and analysed in the paper) has become too common in various companies, and employers have discovered its advantages. Key motivations to introduce smart-working might be boiled down to three categories: A. company modernisation process (both in terms of digitalisation and new management models, ie. agile work, smart work) and adaptation to current market trends; B. a strategy to address workers’ preferences to improve working conditions; C. necessity to shift to smart-working in order to sustain business activity during the lockdowns imposed by national regulations during the COVID-19 pandemic (temporary motivation).

The research agenda encompassed interviews to employers and employees. On the one hand, interviewed employers' representatives highlighted smart-working benefits in the form of lower office costs or productivity increases, but also the need for increased digitalisation of business lines and processes, improving work organisation, increasing attractiveness of companies among the most talented employees and possibility to offer genuine career paths. In addition, some environmental benefits were highlighted – mostly in the large companies analysed as they are obliged to comply with sustainable reporting requirements. On the other hand, interviewed workers’ representatives emphasised a number of arguments, including a better work-life balance and work flexibility, strengthening work autonomy, saving time on commuting, being able to focus on elements of work that require more commitment or creativity.

Some challenges have been pointed out by the interviewees as well work oversight and control, data protection, blurring boundaries between work and life, psychosocial risks related to work in isolation and sedentary work, etc. During the COVID-19 pandemic, the key challenge was to provide workers with sufficient number of computers with necessary software, IT support and digital and organisational skills for some workers groups. Also some difficulties were observed with adaptation to new work organisation schemes that were introduced overnight due to national regulations imposed. Most possibly, hybrid solutions



will dominate in both private and public sector in the next years (with the exception of educational organisations under scrutiny in the IRsmart study), combining smart working with work performed at the employer's premises, and the technical basis will be various telecommunications solutions, including videoconferencing software. The analyses conducted in each partner's country of the IRsmart project (two case studies for the following countries: France, Italy, Poland, Romania, Spain) show heterogeneous approaches and management of the smart working during the pandemic: most of the studies highlight the importance of new skills development for the workers; the working conditions were impacted both positively and negatively; in those context where smart working was already in place, the shock brought by the pandemic was better managed; the involvement and contribution of unions to the implementation and management of the smart working largely varied across countries and across case studies.

**Keywords:** smart-working, labour organisation, industrial relations, countries comparison

**JEL:** J8, J5

**Acknowledgement:** *IRsmart - Industrial Relations for Smart-Workers in Smart Cities - AGREEMENT NUMBER — VS/2021/0200*

## I SAW ... TREES DISAPPEARING MONTH AFTER MONTH REPLACED BY SMOOTH ROADS ...

**FLAMINIA STARC-MECLEJAN**

*Faculty of Law, West University in Timisoara*

[flaminia.starc@e-uvt.ro](mailto:flaminia.starc@e-uvt.ro)

**Abstract:** We are crowding into ever-expanding cities, and as we do so, we cease to be alone. Through true webs of non-human life, cities provide much richer habitats than today's heavily exploited agro-industrialized rural areas, only apparently green. Attracted by the abundant food and, to a large extent, protected from the danger of being hunted, in addition to other natural dangers, deprived of their natural habitats, a veritable menagerie of wildlife also feel at home in the cities.

In 2007, according to studies, the world reached a critical threshold: for the first time in history, the number of people who lived in the urban environment exceeded that of people in the rural environment. Since then, this statistic has continued to rise rapidly. By the middle of the 21st century, it is estimated that two-thirds of the more than 9 billion people worldwide will live in cities, with Europe and North America in the process of becoming urban continents for more than a century.

The destruction of natural habitats and the rapid loss of biodiversity implicitly derived from it can no longer leave us indifferent. Any ecosystem comprises the physical environment and the organisms that inhabit it, interacting as a functional unit. Uniquely, as one author noted, urban ecosystems are designed primarily as spaces for the people who inhabit them, combining the built environment (buildings, transport infrastructure) with vegetation (called green space). Except for scientists, we usually perceive non-human organisms in cities only in terms of their usefulness or desirability (or undesirability): pets or pests, such as insects, pigeons and rodents.

Of course, there are many progressive alternative assemblages in the urban environment, as we but we need a profound shift towards understandings and practices of citizenship that involve living alongside several other species in a shared space. Will the existence of urban wildlife help us city dwellers understand the wider socio-ecological systems of which we are a part?

**Keywords:** health resilience, COVID-19, European healthcare systems, crisis, health security



## THE ACCELERATION OF SMART CITIES DEVELOPMENT DURING THE COVID-19 PANDEMIC

ANA-MARIA BERCU

*Alexandru Ioan Cuza University of Iasi, Romania*

[bercu@uaic.ro](mailto:bercu@uaic.ro)

SILVIA CARP

*Alexandru Ioan Cuza University of Iasi, Romania*

[silviacarp24@yahoo.com](mailto:silviacarp24@yahoo.com)

**Abstract:** Recently, the literature on smart cities has become more consistent. This has been fueled by the European Union's investment of European funds in helping cities become smarter. In recent years, the digitization of services offered to the population has increased to improve people's well-being. The COVID-19 pandemic has further accelerated the development and adoption of smart city technologies as cities around the world have had to adapt to the challenges posed by the crisis. The pandemic has emphasized the importance of digital connectivity and the need for cities to be able to respond quickly and flexibly to changing circumstances. In addition, the pandemic has highlighted the significance of digital inclusion and access to technology, as many individuals have had to depend on digital platforms for work, education, and social connection. Furthermore, the pandemic has underlined the need for cities to become more resilient and sustainable, and smart city technologies offer a way to achieve these objectives by enhancing efficiency, minimizing waste, and promoting innovation. Despite being a challenging period for cities, the pandemic has also presented an opportunity to accelerate the development of smart city technologies and create more resilient and sustainable urban environments. In this paper, we aim to emphasize the extent to which the COVID-19 pandemic has accelerated the digitalization process and its implications from a smart city perspective.

**Keywords:** smart city, digitalization, sustainable, efficiency, innovation

**Acknowledgement:** *The author/s acknowledge the co-financed support by the European Commission, European Education and Culture Executive Agency (EACEA), Jean Monnet Chair. EU Public Administration Integration and Resilience Studies-EU-PAIR, project no. ERASMUS-JMO-2021-HAI-TCH-RSCH-101047526, decision no. 1190440/17.02.2022. Views and opinions expressed are however those of the authors only and do not necessarily reflect those of European Union or European Commission (EACEA). Neither the European Union nor the granting authority can be held responsible for them.*

## HUMAN CAPITAL – EVALUATION MODELS

BOGDAN-ALEXANDRU CIOCHINĂ

*Alexandru Ioan Cuza University of Iasi, Romania*

[ciochinaalexandrubogdan@gmail.com](mailto:ciochinaalexandrubogdan@gmail.com)

**Abstract:** The development of the IT sector (the third industrial revolution), as a supporter of the new automated industrialization, has made the human resource to remain fundamental as long as it also undergoes a digital transformation (through literacy with new technologies and work methods. More, the significant advance of the IT segment in recent decades, which has reached a growth rate 2.5 times faster than that of the world economy, in the last 15 years, which has led to the creation of volatile dynamics in the human capital market of this segment. Thus, the continuous expansion of the information technology industry generates technological, geographical, social, and cultural trends and migrations. The new industry 4.0 is based on a much more heterogeneous resource than that of semiconductors: human capital. The heterogeneity comes from a series of characteristics of individuals which forms it, based on criteria of a technological nature, specific to the field (due to a wide variety of technologies used), availability (which refers to the location where they carry out their work: from the office or remotely), level of experience, or



even from the technological background (many resources do not have an initial technical training, but choose to convert to the technological area) or the cultural one (which can significantly influence the communication processes between resources from different cultural backgrounds). In this paper, we aim to highlight human capital evaluation models, being some representative for this field, such as the Petty model, which emphasizes the financial value of the workforce, the Farr model, which proposes a new method of taxation, or the Engel model, who calculated the cost of training a productive individual as a function between age. Valuation models are important for the evaluation of human capital because they highlight relevant and irrelevant human capital characteristics, skills and knowledge that are involved in the development of an organization and that generate added value.

**Keywords:** human capital, evaluation models, development

## ANALYZING THE DIFFUSION OF SMART WORKING AT LOCAL ADMINISTRATIVE LEVEL IN FRANCE, ITALY, POLAND, ROMANIA AND SPAIN – DATA ACQUISITION CHALLENGES AND VISUALIZATION SOLUTIONS

**ALEXANDRU RUSU**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[alexrusucuguat@yahoo.com](mailto:alexrusucuguat@yahoo.com)

**ADRIAN IFTENE**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[adiftene@info.uaic.ro](mailto:adiftene@info.uaic.ro)

**ANA-MARIA BERCU**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[bercu@uaic.ro](mailto:bercu@uaic.ro)

**CARMEN MOLDOVAN**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[carmen.moldovan@uaic.ro](mailto:carmen.moldovan@uaic.ro)

**Abstract:** Despite a clear and solid interest on the smart working by policy makers and decision takers at all the levels of administrative and territorial management, the data describing the spatial diffusion of this new form of labor is rather sparse, especially when the research focuses on the lowest possible frame of analysis – the local administrative units (LAU). This is not surprising, if one will take into account the variety of statistical data sources needed to identify trends of smart working diffusion or simple stocks of smart working employees. In this case, the task of data acquisition was the main challenge during the implementation of the work-package 4 (WP4), in the frame of the IRSmart Project, a challenge that demanded some technical solutions, including on the part of data visualization.

This paper presents the work-flow needed in order to ensure the complex process of data collection, data quality check and mapping of a selected set of relevant indicators that could better encompass the spatial dimension of the smart working. As this work-flow becomes more and more complex, when applied at the scale of the EU territory, 5 national case studies were piloted in the research process: France, Italy, Poland, Romania and Spain. The raw indicators used in our study were grouped on 4 thematic: territorial endowment (an assessment of the Internet speed - LAU level), environmental data (time series used to evaluate the smart working effects), mobility (Google and Facebook mobility reports) and employment (NACE2 local indicators on employment and stocks of economic actors). For uniform mapping processes, the GISCO Eurostat LAU geometry was used, together with the NUTS delineations. All the four themes of indicators' classifications demanded specific solutions and methodologies, especially for a sound linkage with the territorial frame of analysis. For example, the local assessment of the Internet speed forced us to work with





ALEXANDRU IOAN CUZA  
UNIVERSITY of IAȘI



FACULTY OF ECONOMICS  
AND BUSINESS ADMINISTRATION



Co-funded by  
the European Union



large datasets of information, just to obtain a limited set of reliable indicators. In some other cases, like in the estimation of the smart-working stocks of enterprises and employees for Italy, dealing with a high quantity of missing information forced us to retain only relevant NACE sectors for the analysis. Basically, each state had its own challenges and the methodology needed to adapt to this situation. The visualization of the results involved mapping techniques that managed to encompass the territorial stakes in the diffusion of the smart working, emphasizing the role played by the future dedicated planning agendas in framing this phenomenon.

**Keywords:** smart working, local administration, NUTS

**Acknowledgments:** *This work was supported by project Industrial Relations for Smart-Workers in Smart Cities (IRSmart), DG Employment, VP/2020/004, GA VS/2021/0200*



Collaborative partners



GRAND-DUCHÉ DE LUXEMBOURG  
Ambassade en Roumanie



## TRACK 5: ARTIFICIAL INTELLIGENCE IN THE EU ADMINISTRATIVE AREA

Room B504, B building

Chair:

*Professor Ph.D. Adrian IFTENE, Alexandru Ioan Cuza University of Iasi, Romania*

### BOOK RECKON - THE USE OF VIRTUAL REALITY IN THE CREATION OF LIBRARIES OF THE FUTURE

**GEORGE-GABRIEL CONSTANTINESCU**

*Alexandru Ioan Cuza University of Iasi, Romania*

**VALENTIN STAMATE**

*Alexandru Ioan Cuza University of Iasi, Romania*

**DĂNUȚ-DUMITRU FILIMON**

*Alexandru Ioan Cuza University of Iasi, Romania*

**ADRIAN IFTENE**

*Alexandru Ioan Cuza University of Iasi, Romania*

**Abstract:** In recent years, the way we make the decision to read a book has diversified a lot. From simple methods based on friends' recommendations or the desire to read a book after watching a movie based on that book, to more complex methods that use artificial intelligence algorithms that build increasingly advanced user profiles. In this context, our project comes with a solution in virtual reality, where the user receives various types of information about books (textual, visual, auditory) and recommendations based on the advanced profiles we build for them. Thus, he can make the decision to read a book based on more information that he accesses within an interesting experience given by the virtual space where he interacts with them. The experiments carried out showed the readers' interest and desire to explore other methods different from the traditional ones to find the desired book. They appreciated the fact that different types of information can be brought in the same application and can contribute to their final decision in choosing the desired book.

BookReckon is an innovative app that contains an interactive library of books and their associated metadata, along with a recommendation system that tailors results to user preferences. This unique combination of quantity and quality makes BookReckon an ideal tool for readers seeking comprehensive information on a range of topics. The app features a user-friendly web interface and a dynamic VR environment, making it an attractive option for users. BookReckon is built on new day-to-day technologies and employs a modular approach to app development, with each component serving a specific purpose. This approach not only ensures the app's reliability and scalability but also provides valuable insight into the development process. Moreover, BookReckon has significant potential for commercial development, with options for a monthly subscription service or advertising revenue to support app growth and development. We may also consider publishing our own book API based on the extensive dataset collected by the app.

**Keywords:** Virtual Reality, Library, User profiling



## MEDICAL CONNECT - AN APPLICATION THAT ALLOWS EASY REMOTE CONNECTION OF PATIENTS WITH DOCTORS

**DARIA-ELENA MELINTE**

*Alexandru Ioan Cuza University of Iasi, Romania*

**ELENA-ECATERINA OPAIȚ**

*Alexandru Ioan Cuza University of Iasi, Romania*

**IOANA RUSU**

*Alexandru Ioan Cuza University of Iasi, Romania*

**ȘTEFAN -ELISA GIOSU**

*Alexandru Ioan Cuza University of Iasi, Romania*

**LUCA-ȘTE AN TAMAȘ**

*Alexandru Ioan Cuza University of Iasi, Romania*

**ADRIAN IFTENE**

*Alexandru Ioan Cuza University of Iasi, Romania*

[adiftene@info.uaic.ro](mailto:adiftene@info.uaic.ro)

**Abstract:** *How often do we get some analysis results and not fully understand exactly what we should do? It is possible that the specialist doctor is in another city or that we cannot travel due to health conditions. What could we do? Medical Connect is the web application that can help us. We have to create an account, search for our doctor, see his calendar and set an appointment with questions and test results (as attachments). When the time comes, we can use any device, phone or laptop to make an online appointment with the doctor we want and find answers to the questions we have. An easy-to-use application, available wherever we have access to the Internet and we don't need to travel.*

The application has two main modules: (1) for the patients and (2) for the doctors. The app allows patients to set personal data, schedule appointments with doctors, share symptoms and important information, and upload medical analyses for better understanding of their health. The doctors act as service providers, as they can update their personal schedule and information, which is transparent and accessible to any user, as well as see and approve the appointments created by the users with a patient account.

**Keywords:** Web Application, Medical Domain

## XR Digital Transformation for Large Scale Institutions: From Digital Twins to ARCloud

**DRAGOȘ S LION**

*Alexandru Ioan Cuza University of Iasi, Romania*

[silidragos@gmail.com](mailto:silidragos@gmail.com)

**ADRIAN IFTENE**

*Alexandru Ioan Cuza University of Iasi, Romania*

[adiftene@info.uaic.ro](mailto:adiftene@info.uaic.ro)

**Abstract:** In present, mixed reality is represented by an emerging set of diverse interconnected technologies, that brings after it the expectation of a whole new way of representing and interacting with the world around us. This concept goes hand-in-hand with the concept of “digital twins”, which is the pursuit of representing real-life concepts in a digital manner, with realtime synchronized states, and the possibility to influence each other (real to digital, digital to real, or both ways). These concepts work on different levels, from a simple object, human avatar, a whole room, an institution, a whole city and ultimately the whole planet.



For using digital twins and XR in a productive way at an institution level, the technology is getting close to being sufficient. However, the mass of available products resulted in intricate processes, with a large palette of decisions to make that require a wide range of niche skills. Therefore, we aim to create a framework that could act as a handbook of good practices, from digitizing an asset, product or building, to accessing, analyzing and taking decisions based on the acquired flow of data. It should be flexible enough to work on large scale institutions, no matter their type (e.g. university, museum, hospital, airport, city hall).

The technologies we are focused on vary from hardware devices and sensors, game engines, computer vision solutions and SDKs, 3D scanning methods and alternatives, all the way to the use of AI in key steps, such as for acquiring the data (e.g. NERFs), labeling it (object detection and semantic segmentation), interpreting, querying and taking decisions upon it (using LLMs and ChatGPT-like solutions).

Even so, the purpose of our framework is not just to make an inventory of existing and upcoming technologies, but to create a common language between them, and create a decision process, that could adapt to different budgets, institution scales, volumes of data, but also on each institution's privacy rules, ethics and technological literacy.

**Keywords:** Mixed Reality, Digital Twins, Public institutions

## ENHANCING INTERACTION DESIGN IN AI-POWERED HEALTHCARE SYSTEMS

**CIPRIAN AMARITEI**

*Alexandru Ioan Cuza University of Iasi, Romania*

[amaritei.ciprian@gmail.com](mailto:amaritei.ciprian@gmail.com)

**ADRIAN IFTENE**

*Alexandru Ioan Cuza University of Iasi, Romania*

[adiftene@info.uaic.ro](mailto:adiftene@info.uaic.ro)

**Abstract:** The integration of artificial intelligence (AI) technology in the healthcare industry has transformed the landscape of healthcare delivery. One crucial aspect of this transformation is the role of interaction design in creating user-friendly AI-powered applications and systems for healthcare professionals and patients. By combining AI with interaction design principles, healthcare experiences can be tailored and optimized to meet the needs and preferences of users. The data-driven nature of AI provides designers with evidence-based insights into user needs, behaviors, and preferences, empowering them to create more effective and personalized healthcare experiences. By leveraging AI-generated insights, designers ability to improve the usability and functionality of healthcare interfaces, will grow exponentially.

Additionally, interaction design plays a vital role in ensuring the intuitive and transparent nature of AI-driven decision support systems. By aligning these systems with clinical workflows, healthcare professionals can make informed decisions with confidence, leading to improved diagnosis and treatment plans. Generative design refers to the use of AI algorithms to automatically generate and optimize design solutions based on specified criteria and constraints. In the context of healthcare, generative design holds immense potential for creating innovative and personalized interfaces. By harnessing the potential of AI and applying human-centered design principles, healthcare experiences can be enhanced, leading to improved outcomes for healthcare professionals and patients alike.

**Keywords:** Human-Centered Design, Artificial Intelligence, Healthcare





## ARTIFICIAL INTELLIGENCE AND THE ETHICS OF ARTIFICIAL INTELLIGENCE

**ANA-MARIA BERCU**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[bercu@uaic.ro](mailto:bercu@uaic.ro)

**MONICA AGHEORGHIESEI**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[agheorghiesei.monica@gmail.com](mailto:agheorghiesei.monica@gmail.com)

**Abstract:** In this article, we'll look at the concepts of ethics in artificial intelligence (AI), the challenges facing society and education, and the codes of ethics that apply to AI.

This paper contains ideas from his current AI research and is based on its implementation and analysis of its ethical impact on society, especially in education, and presents several European concepts and initiatives.

Today we are talking about artificial intelligence (AI) in terms of technology development focused on industry or manufacturing goods and services, but finding artificial intelligence services in education remains difficult. That's why I suggest investigating before the benefits and limitations it has.

The use of artificial intelligence applications brings to the university's academic process a discovery of its history, current state-of-the-art, its risks and the most representative applications already used in the teaching and academic environment. Broad implementation is provided by knowledge of definitions and possible solutions, but also by associated uncertainties. The purpose of AI is to help build educational solutions. Ethics Guide for AI/Code of Ethics for using AI.

**Keywords:** artificial intelligence, human intelligence, university education, ethics

**Acknowledgement:** *The author/s acknowledge the co-financed support by the European Commission, European Education and Culture Executive Agency (EACEA), Jean Monnet Chair. EU Public Administration Integration and Resilience Studies-EU-PAIR, project no. ERASMUS-JMO-2021-HAI-TCH-RSCH-101047526, decision no. 1190440/17.02.2022. Views and opinions expressed are however those of the authors only and do not necessarily reflect those of European Union or European Commission (EACEA). Neither the European Union nor the granting authority can be held responsible for them.*

## THE DIGITALIZATION PROCESS OF PUBLIC ADMINISTRATION IN EUROPEAN UNION: ADVANCES AND PERSPECTIVES

**BOGDAN FLORIN FILIP**

*Alexandru Ioan Cuza University of Iași, Romania*  
[bogdan.filip@feaa.uaic.ro](mailto:bogdan.filip@feaa.uaic.ro)

**Abstract:** On the background of the fast development of the information and communication technology and of the significant impact of this process on the entire society, but also as result of the issues raised especially recently by the effects of the COVID 19 pandemic governments from all over the world have acknowledged the necessity of developing a new kind of public administration able to offer digital public services. Therefore, also European Commission has set as a primary objective for this decade the digitalization of the public administration in all EU countries, encouraging and financially sustaining accelerating the digitalization process in this area. In this regard, the present paper aims to identify the most representative advances obtained in EU countries till now regarding digitalization process of public administration in EU and to comment on the perspectives of this process for the upcoming years, by analysing specific indicators that measure the needed elements for ensuring a performant digital public administration.

**Keywords:** digitalization, public administration, digital public services, European Union

**JEL Classification:** H83, D73, O33





## MACHINE LEARNING AND THE DEVELOPMENT OF A NEW MARKET FOR SPORTS SOFTWARE DEVELOPMENT

**ARMAND FLORIN BERTEA**

*Alexandru Ioan Cuza University of Iasi, Romania*

[armandbertea@gmail.com](mailto:armandbertea@gmail.com)

**MARIN FOTACHE**

*Alexandru Ioan Cuza University of Iasi, Romania*

[marinfotache@gmail.com](mailto:marinfotache@gmail.com)

**PATRICEA ELENA BERTEA**

*Alexandru Ioan Cuza University of Iasi, Romania*

[patricea.bertea@gmail.com](mailto:patricea.bertea@gmail.com)

**Abstract:** Nowadays, the "sports market" resembles the "education market". With the growing demands and changing expectations of parents, the skills of coaches and referees and more should change. Sports management, youth academies, sponsors, the whole ecosystem that forms around children and young people playing sport needs more professionalization, and the use of data is part of that. In recent years, advanced data analysis has started to be used more frequently both at club and national level, aiming to improve performance, but also in marketing, or the search for potential new talents (Berrar et al., 2019b). For a better understanding of talent development processes in youth soccer, it is important to identify the factors that can influence the progress of very young players, thereby helping to inform key stakeholders (e.g. coaches, practitioners, decision makers) to create evidence-based policies that give each individual the most appropriate opportunity for development (Kelly and Williams, 2020). There is a lack of machine learning in the sports sphere, which is actually surprising because there is a wealth of data collected daily by sports associations, teams and players. For example, the Open International Soccer Database, launched in 2000, contained essential information from 216,743 soccer matches from 52 leagues in 35 countries at launch.

**Keywords:** machine learning, sports software, education market

## COMPARATIVE STUDY ON ELECTRONIC PETITIONS BETWEEN THE EUROPEAN UNION AND CHINA

**YANFEN HUANG**

*Centre for European Studies, Renmin University of China, China*

[huangyf@ruc.edu.cn](mailto:huangyf@ruc.edu.cn)

**ZEKUN YANG**

*Centre for European Studies, Renmin University of China, China*

[zekunyang@ruc.edu.cn](mailto:zekunyang@ruc.edu.cn)

**KONGWEN GUAN**

*Centre for European Studies, Renmin University of China, China*

[gkw9122@ruc.edu.cn](mailto:gkw9122@ruc.edu.cn)

**JIN YAN**

*Centre for European Studies, Renmin University of China, China*

[yj680316@hotmail.com](mailto:yj680316@hotmail.com)

**Abstract:** Electronic government (e-government) refers to the application of information and communication technology (ICT), particularly the internet, to promote access to government services for citizens and businesses (Gibreel and Hong, 2017; Hernon et al., 2002; Hossain et al., 2011; Jaeger, 2003;



Rodriguez-Hevíá et al., 2020). Among the e-government services, electronic petition (e-petition) is a government-to-citizen service, through which citizens file petitions to the government and receive official replies from the government via the internet. E-petition enhances citizen engagement in political affairs and increases the influence of citizens on the policy-making process of governments (Estevez and Janowski, 2013; Hagen et al., 2018; Jungherr and Jürgens, 2010; Lindner and Riehm, 2011). E-petition has been widely adopted by governments of many countries, especially in EU, EU member states and China (Hagen et al., 2018; Hale et al., 2013; Jiang et al., 2019; Jungherr and Jürgens, 2010). Previous research on e-petition mainly focuses on analyzing the influential factors and the textual contents of e-petitions, and ICT tools applications. However, comparative study of Electronic Petitions in different countries and supranational union, especially EU-China comparison, has not been developed.

In this study we at first introduces the context of our research by giving an overview of emergence and development of e-petitions in the EU, EU member states and China respectively. It focuses on the development of petitioning among the European parliaments, a case study on the electronic petition platform of the German Bundestag, and selects the Chinese platform Message Board for Leaders (MBL), the largest electronic petition platform supported by the Chinese central media People's Daily Online to demonstrate the overall development of Chinese electronic petitions. Drawing on a data set crawled on electronic petition platform of the German Bundestag, and the Chinese platform Message Board for Leaders (MBL), we make comparative empirical study of five aspects: the types of petitions found, the temporal dynamics of petitions, the types of users found, the intersection of different petitions' supporter populations, and the possible policy effects.

This research makes two contributions to the field. Firstly, this research has been the first ever to comparatively examine the Electronic Petitions in the EU and China, and make empirical research based on the unique crawling dataset of electronic petition platforms. Secondly, this study will contribute to the comparative public administration literature, thereby helping to find better public administration actions through international comparison in responding and being resilient to challenging times in this turbulent era.

**Key words:** Electronic Petitions, EU-China comparative public administration, citizen engagement, e-government

## THE APPLICATION OF ARTIFICIAL INTELLIGENCE IN ADMINISTRATIVE DECISION-MAKING. AN ANALYSIS OF EUROPEAN UNION COUNTRIES

IULIAN CLAIN

*Alexandru Ioan Cuza University of Iași, Romania*

[iulian.clain@uaic.ro](mailto:iulian.clain@uaic.ro)

GEORGE CRISTIAN NISTOR

*Alexandru Ioan Cuza University of Iași, Romania*

[george.nistor@uaic.ro](mailto:george.nistor@uaic.ro)

**Abstract:** In recent years, artificial intelligence (AI) has gained significant attention in the administrative area of the European Union, creating a wealth of opportunities for governments. In this context, public authorities are constantly discovering the potential of AI systems in managing decision-making processes, but also in improving their accuracy.

The aim of this paper is to analyse the impact of AI on administrative decisions, focusing on the benefits and challenges of AI in guiding them in situations of risk and uncertainty.

Preliminary results tell us that using AI responsibly and in conjunction with human reasoning improves the accuracy, efficiency and effectiveness of administrative decisions.

**Keywords:** decision support systems, administrative decisions, artificial intelligence, European Union





## TRACK 6: ACCOUNTING IN THE EU ADMINISTRATIVE AREA

Room B525, B building

Chair:

*Professor Ph.D. Ioan-Bogdan ROBU, Alexandru Ioan Cuza University of Iasi, Romania*

### EXPLORING INVESTMENT OPPORTUNITIES IN EMERGING ECONOMIES: A STUDY OF EUROPEAN ACQUISITIONS IN BRICS COUNTRIES

**GEORGE-MARIAN AEVOAE**

*Alexandru Ioan Cuza University of Iasi, Romania*

[aevoae@gmail.com](mailto:aevoae@gmail.com)

**IOAN-BOGDAN ROBU**

*Alexandru Ioan Cuza University of Iasi, Romania*

[bogdan.robui@gmail.com](mailto:bogdan.robui@gmail.com)

**IONUȚ-VIOREL HERGHILIGIU**

*Gheorghe Asachi Technical University of Iasi, Romania*

[ionut-viorel.herghiligiui@academic.tuiasi.ro](mailto:ionut-viorel.herghiligiui@academic.tuiasi.ro)

**Abstract:** Emerging economies are investment destinations chosen by acquirers, due to their rapid economic growth and favorable economic, legal, and political conditions. However, their rapid development is accompanied by high levels of energy consumption, leading to discussions on sustainable business practices and investments in renewable energy sources (wind, hydro and solar). In this study, we examined a comprehensive set of 4,222 acquisitions involving European acquiring companies and target companies located in the prominent emerging economies of the world, specifically the BRICS group. These economies were selected based on their significant contribution to global GDP and their identification as high-growth economies. Our analysis initially focused on macroeconomic factors, in order to identify the country to invest in, based on sustainability indicators (CO2 emissions and HDI). Subsequently, performance and auditing-related indicators were incorporated. The findings highlight the significant influence of macroeconomic indicators three years prior to the transaction, the lack of influence of performance factors, and the preference for acquiring audited companies from the energy sector.

**Keywords:** *M&A, energy, foreign direct investment, audit, sustainability*

### THE NEXUS BETWEEN RESEARCH PERFORMANCE AND FINANCIAL PERFORMANCE OF PUBLIC RESEARCH INSTITUTES

**MARIA CARMEN HUIAN**

*Alexandru Ioan Cuza University of Iasi, Romania*

[maria.huian@uaic.ro](mailto:maria.huian@uaic.ro)

**MARILENA MIRONIUC**

*Alexandru Ioan Cuza University of Iasi, Romania*

[marilena@uaic.ro](mailto:marilena@uaic.ro)

**Abstract:** The paper examines whether research performance, international cooperation and collaboration with private entities influence the financial performance of public research institutes in Romania. On a sample of forty-five institutes and 291 annual observations, the OLS regressions, conducted to validate the



two developed hypotheses, use R&D revenues (also broken down by public and private sources) and net profit margin as proxies for PRI's financial performance. Research performance is measured by building an index that includes five metrics related to the number of published ISI articles, their impact factor, the number of granted patents, the number of citations per researcher and the number of papers presented at international conferences. Another measure of scientific performance is the involvement in international collaborations and cooperation with private companies to develop new opportunities for research and technology transfer. A series of control variables investigates the size effects, leverage, the level of intangibles, the hierarchy in the national certification and some variables related to governance (the gender of general manager and presence of women in the management bodies). The results show that research performance in the form of publications, patents, and participation in conferences matters in attracting R&D revenues from public sources. But this reduces the time researchers dedicate to applied research and technology transfer, which might explain why private R&D sources suffer. Nor does the reputation and research opportunities gained through cooperation with companies and international collaborations help in attracting R&D sources. Size and leverage have mixed impact. Presence of women in the scientific council has a negative connection with all dependent variables while their membership in the steering committee has a positive although less significant influence. Inclusion in the group of high performers in the national certification is significantly important in the allocation of R&D revenues and in earning net profits. Findings are intended to be useful to PRI managers and government authorities.

**Keywords:** research performance, financial performance, public research institutes, R&D revenues, research cooperation

**JEL Classification:** M41, O31, O10, I23

## IMPLEMENTATION OF THE COMPANY'S PERFORMANCE MEASUREMENT SYSTEM IN THE MANAGEMENT PROCESS

**CAMELIA CĂTĂLINA MIHALCIUC**

*Ștefan cel Mare University of Suceava, Romania*

[camelia.mihalciuc@usm.ro](mailto:camelia.mihalciuc@usm.ro)

**MARIA GROSU**

*Alexandru Ioan Cuza University of Iași, Romania*

[maria.grosu@uaic.ro](mailto:maria.grosu@uaic.ro)

**CIPRIAN APOSTOL**

*Alexandru Ioan Cuza University of Iași, Romania*

[ciprian.apostol@uaic.ro](mailto:ciprian.apostol@uaic.ro)

**Abstract:** Performance improvement is always a strategic issue for any business operating in a market economy, as it is an important basis for business survival and development. In order to assess the performance of firms in various fields it is necessary to use financial and non-financial indicators in performance measurement models. The aim of this paper is to review the design of different systems for measuring firm performance by identifying the management processes and systems that companies use to improve performance and accountability. When we refer to a performance measurement system, we are basically referring to a benchmark of what the organization considers important and how well it is performing, by measuring performance we can turn assumptions into concrete and clearly understood facts, pointing the way to process improvements, which will ultimately lead to more effective business models. Therefore, the objective of this paper is to contribute to a better understanding of the context of performance measurement development, the methodological approach of the research focusing on the definition and presentation of the concept of a firm's performance management system, i.e. the identification in the literature of firms that have implemented such an effective performance measurement system.



**Keywords:** ERP system, strategic performance, Business Performance Management, key performance indicators, Balance Scorecard, Total Quality Management, strategic management

**JEL Classification:** M10, M21, M41

## THE IMPACT OF COVID-19 PANDEMY ON EARNINGS MANAGEMENT: EMPIRICAL EVIDENCE FROM ROMANIAN STOCK MARKET

**GEORGIANA BURLACU**

*Alexandru Ioan Cuza University of Iași, Româ ia*  
[burlacu.georgiana@feaa.uaic.ro](mailto:burlacu.georgiana@feaa.uaic.ro)

**IOAN-BOGDAN ROBU**

*Alexandru Ioan Cuza University of Iași, Româ ia*  
[bogdan.robuc@feaa.uaic.ro](mailto:bogdan.robuc@feaa.uaic.ro)

**Abstract:** Nearly every business across all industries has suffered the effects of the COVID-19 pandemic, with significant implications for continuing as a going concern. This fact had increased economic uncertainty and affected business performance. In this context, the company's financial performance around the world has been negatively affected due to various factors, including supply and demand shocks and government-imposed lockdown. The COVID-19 pandemic has led to drastic changes in the internal and external environment of entities so they had a strong incentive to conduct earnings management. The purpose of this paper is to analyze the impact of COVID-19 pandemic on the earnings management (EM) for listed Romanian companies on regulated market how it will affect further decision-making within the company. This study was conducted based on the information collected from the annual financial statements of the entities that are listed on the Bucharest Stock Exchange, for the period between 2016-2021, and sample includes a number of 62 companies. The results of the study indicate a distortion of the results presented by the analyzed entities, a solid reason being given by the negative effects of the COVID-19 pandemic with a strong impact on the economic environment.

**Keywords:** earnings management, COVID-19 pandemic, capital market, financial statement

**JEL Classification:** C59, M41, M42

## SOCIO-ECONOMIC INEQUALITIES IN THE USE OF PREVENTIVE HEALTHCARE FOR THE EUROPEAN UNION POPULATION

**DĂNUȚ JEMNA**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[danut.jemna@uaic.ro](mailto:danut.jemna@uaic.ro)

**MIHAELA DAVID**

*Alexandru Ioan Cuza University of Iasi, Romania*

**Abstract:** The importance of prevention for building a healthy society and a well-functioning health system is underlined by numerous scientific studies and policies of public health organisations. Reducing inequalities in access to preventive healthcare is a priority for organisations such as the World Health Organization (WHO), the European Union (EU), or in terms of national policies in European countries. Despite this widespread view, the use of preventive health services is limited to a small percentage of the population. In addition, access to these services differs significantly across European countries and, within countries, between different population groups. In this context, the aim of this research is to examine the socio-economic inequalities in the use of preventive health services for the population of the EU countries.



These inequalities are assessed by differences between individual socio-economic characteristics of the population and country-level institutional factors using a multilevel logistic regression model based on data from the European Health Interview Survey (EHIS) 2019. We analyse the determinants of the probability of getting a flu vaccine at the level of all 27 EU members and two other non-member countries (Iceland and Norway), controlling simultaneously the variations in individuals' characteristics, health systemic factors, and other country-level (unobserved) factors.

**Keywords:** healthcare organisations, preventive health services, EU

## ACQUIRERS' PERSPECTIVE ON THE DETERMINANTS OF GROWTH OPERATIONS IN PHARMACEUTICAL INDUSTRY

**DICU ROXANA**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[roxana.dicu@uaic.ro](mailto:roxana.dicu@uaic.ro)

**MARDIROS DANIELA**

*Alexandru Ioan Cuza University of Iasi, Romania*  
[mardirosdanielajob@gmail.com](mailto:mardirosdanielajob@gmail.com)

**Abstract:** The pharmaceutical industry has experienced extensive restructuring over the years and is known for its active involvement in mergers and acquisitions (M&As). It is a highly innovative sector that heavily relies on technology and innovation. This research focuses on analyzing acquiring companies within the pharmaceutical industry, specifically those with sufficient cash capacity and favorable financial ratios, as they are motivated to engage in M&As. The findings of this study will demonstrate that the proportion of a target company acquired stake by a European Union-based acquirer is influenced by various factors, such as liquidity, deal value, research and development (R&D) expenses, financial indicators, and the acquirer's accounting practice (either following International Financial Reporting Standards [IFRS] or local Generally Accepted Accounting Principles [GAAP]). In the case of acquirers aiming to obtain a controlling interest in the target company, the amount they are willing to pay in the deal is significantly affected by their solvency, rather than their cash flow or R&D expenses.

**Keywords:** Pharmaceutical industry, mergers and acquisitions, shareholders' funds, research and development, cash slack

## ACCOUNTING FOR INNOVATIONS IN VENTURE CAPITAL ACTIVITY PROPOSED FOR THE REPUBLIC OF MOLDOVA

**UNGUREANU VIORICA**

*State University of Moldova, Chisinau, Republic of Moldova*  
[vioricau@mail.ru](mailto:vioricau@mail.ru)

**Abstract:** Investments have an important place in businesses with a risk profile, from which innovative projects originate. When venturing into a project, the investor must be extremely cautious and calculated, correctly assess the risks related to venture capital activity, and the position of the economic agent, who initiates the project, must be an exemplary one, which accurately reflects the economic reality and its perspective to generate as high a return as possible. For this purpose, the accounting of innovations in venture capital activity must provide all users with the most truthful information. In the study, the author formulated a hypothesis: the financing sources of innovative projects represent capital investment sources, this is why it is necessary to know the capital market and its efficiency, from which it can be deduced that the innovative activity requires special knowledge of the field, starting from the operational record to the accounting record of all operations, including financial reporting based on fair value according to International Financial



Reporting Standards. Under the conditions of the operation of the venture activity mechanism, the meaning of information and reporting in the financial statements takes on particular importance, because the results of the venture capital activity are reflected in slips, registers, order journals, trial balances and financial statements, the purpose of which is to provide actionable information for the adoption of the most effective solutions by its users.

**Keywords:** innovations, accountancy, funding investment, capital venture, Business-angels

**JEL classification:** M41

## UNDERSTANDING THE CREATIVE ACCOUNTING PRACTICES IN THE BANKING SECTOR

**BOGOS (CALANCEA) EUGENIA**

*State University of Moldova, Republic of Moldova*

[calancea.eugenia@gmail.com](mailto:calancea.eugenia@gmail.com)

**Abstract:** This article aims to present the world of creative accounting within the banking sector, with the scope to shed light on the deceptive financial practices employed by banks. Through an extensive literature review and analysis of real-world cases, this study examines the motives, methods, and consequences of creative accounting in banking. By exploring the intricate techniques used to manipulate financial statements, the article aims to enhance the understanding of the potential risks and implications associated with such practices. Moreover, it highlights the regulatory challenges faced by authorities in detecting and preventing these manipulative behaviors. This emphasizes the difficulties which regulatory authorities may encounter when it comes to identifying and stopping creative accounting practices in the banking sector. Creative accounting techniques are often designed to obscure the true financial position of banks, making them elusive and challenging to detect through conventional regulatory mechanisms. Some of the specific challenges faced by authorities include:

1. Complexity of the used techniques. Creative accounting methods can be highly sophisticated and complex, involving intricate transactions and arrangements that make it difficult for regulators to discern the underlying manipulation.
2. High adaptability. As regulatory measures are introduced to counter creative accounting, practitioners continuously develop new techniques to circumvent detection. This necessitates regulators to stay vigilant and updated to address emerging risks effectively.
3. Information asymmetry. Banks possess a wealth of information that may not be readily accessible to regulatory authorities. This information asymmetry makes it challenging for regulators to accurately assess the true financial condition of banks and identify instances of creative accounting.
4. Resource constraints. Regulatory bodies often face resource limitations, including budgetary constraints and limited staffing, which can impede their ability to conduct thorough and timely investigations into potential cases of creative accounting.
5. International dimensions. The banking sector operates globally, and regulatory challenges are compounded when banks engage in cross-border transactions and adopt different accounting standards. Coordinating efforts among various regulatory bodies across jurisdictions becomes crucial but also complex. Addressing these challenges requires a comprehensive and dynamic approach involving cooperation between regulators, robust oversight mechanisms, enhanced transparency, and ongoing regulatory reforms. Findings from this research contribute to the ongoing discourse on ethical standards, financial transparency, and regulatory reforms in the banking industry. It is expected this study will serve as a valuable resource for researchers, practitioners, policymakers, and stakeholders concerned with maintaining the integrity of financial reporting and fostering a sustainable banking system.

**Keywords:** banking sector, EU, financial practices







## SAFEGUARDING FINANCIAL INTEGRITY: THE ROLE OF AUDITORS IN MITIGATING THE CREATIVE ACCOUNTING PRACTICES

**BOGOS (CALANCEA) EUGENIA**

*State University of Moldova, Republic of Moldova*

[calancea.eugenia@gmail.com](mailto:calancea.eugenia@gmail.com)

**Abstract:** This article explores the crucial role of financial auditors in curbing the prevalence of creative accounting practices. Creative accounting, characterized by the manipulation of financial statements to present a distorted view of an entity's financial performance, poses significant risks to financial integrity and investor confidence. Through a comprehensive analysis of existing literature and case studies, this study investigates the strategies that auditors can employ to limit the usage of creative accounting practices. It examines the importance of professional skepticism, ethical behavior, and adherence to auditing standards in detecting and deterring manipulative techniques. The article also explores the role of regulatory frameworks and audit quality in enhancing auditor independence and effectiveness. By providing insights into the challenges faced by auditors and offering practical recommendations, this research contributes to the ongoing dialogue on strengthening financial reporting integrity. It aims to assist auditors, regulators, and stakeholders in promoting transparency, accountability, and trust in financial statements. Ultimately, the findings of this study underline the vital role auditors play in preserving the reliability and credibility of financial information.

**Keywords:** financial audit, accounting practices, strategies

