



ALEXANDRU IOAN CUZA
UNIVERSITY of IAȘI



FACULTY OF ECONOMICS
AND BUSINESS ADMINISTRATION



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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

2024 EU-PAIR

3rd Edition of the Annual International Conference

“Challenges and Dynamics of European Administrative Area”

20th – 21st of JUNE 2024

IAȘI, ROMÂNIA

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Conference Programme

Thursday, 20th of June 2024

<p>9:30 a.m. – 10:00 a.m.</p>	<p style="text-align: center;">Registration of the participants</p> <p style="text-align: center;">Alexandru Ioan Cuza University of Iași – Ferdinand Room Building A, Blvd. Carol nr. 11, Iași and on-line <i>via</i> Microsoft Teams (link)</p>
<p>10:00 a.m. – 10:25 a.m.</p>	<p style="text-align: center;">Opening ceremony - Welcome address (link)</p> <p style="text-align: center;">***</p> <p style="text-align: center;">Keynote Speakers</p> <p style="text-align: center;">Professor, PhD. Nicoleta Laura POPA <i>Vice-Rector of the Alexandru Ioan Cuza University of Iași, Romania</i></p> <p style="text-align: center;">Professor, PhD. Teodora ROMAN <i>Dean of the Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iași, Romania</i></p> <p style="text-align: center;">Professor, PhD. Mihaela ONOFREI <i>Honorary President of EU-PAIR 2024 International Conference, Alexandru Ioan Cuza University of Iași, Romania</i></p> <p style="text-align: center;">Chair: Professor, PhD. Hab. Ana-Maria BERCU <i>Jean Monnet Chair holder of the EU-PAIR 2024 International Conference</i></p>
<p>10:25 a.m. – 11:30 a.m.</p>	<p style="text-align: center;">Plenary Session I (link)</p> <p style="text-align: center;">Invited Speakers</p> <p style="text-align: center;">Professor PhD. Gilles GRIN <i>Director of Jean Monnet Foundation for Europe, in Lausanne, Switzerland</i> European Economic and Monetary Union: Achievements and Challenges</p> <p style="text-align: center;">Professor, PhD. Jill TAO <i>Incheon National University, Seoul, South Korea</i> Building a Resilient Public Workforce in the Age of AI</p> <p style="text-align: center;">***</p> <p style="text-align: center;">Chair: Professor, PhD. Hab. Ana-Maria BERCU <i>Jean Monnet Chair holder of the EU-PAIR 2024 International Conference</i></p>



11:30 a.m. – 12:00 a.m.	<p style="text-align: center;">Coffee break</p> <p style="text-align: center;">The Hall in the front of the Ferdinand Room</p>
12:00 p.m. – 1:00 p.m.	<p style="text-align: center;">Plenary Session II</p> <p style="text-align: center;">(link)</p> <p style="text-align: center;">Associate Professor PhD. Marko SLAVKOVIC <i>Director - Economics Research Unit, University of Kragujevac, Serbia</i></p> <p style="text-align: center;">Readiness for Digital Health: Towards the Digital Skills of Healthcare Professionals</p> <p style="text-align: center;">Associate Professor PhD. Diana Camelia IANCU <i>National University of Political Studies and Public Administration Bucharest, Romania</i></p> <p style="text-align: center;">Engage Research for Public Administration Education: Mind the Gap!</p> <p style="text-align: center;">***</p> <p style="text-align: center;">Chair:</p> <p style="text-align: center;">Professor, PhD. Hab. Mihaela TOFAN <i>Professor at the Alexandru Ioan Cuza University of Iași, Romania, Holder of the Jean Monnet Centre of Excellence EUFIRE-RE</i></p>
1:15 p.m. – 2:30 p.m.	<p style="text-align: center;">Lunch break</p> <p style="text-align: center;">The Academics House Restaurant (Casa Universitarilor)</p>
2:45 p.m. – 6:00 p.m.	<p style="text-align: center;">Parallel Sessions</p> <p style="text-align: center;">B Building of the Alexandru Ioan Cuza University of Iași</p> <p style="text-align: center;">Floor 2</p> <p>Track 1a and 1b: Performance Management in EU Public Affairs and Business</p> <p>Track 2a and 2b: EU Public Affairs and Business Resilience and Cohesion</p> <p>Track 3a and 3b: Policies and Strategies in EU Public Affairs and Business</p> <p>Track 4: Smart-Working and Smart-Cities in the EU</p> <p>Track 5: Artificial Intelligence in the EU Administrative Area</p> <p>Track 6: Accounting in the EU Administrative Area</p>
6:15 p.m. – 8:30 p.m.	<p style="text-align: center;">Cocktail Reception</p> <p style="text-align: center;">The Academics House Restaurant (Casa Universitarilor)</p>
Friday 21 st of June 2024 9:30 a.m. – 11:30 a.m.	<p style="text-align: center;">Workshop: “Young Professionals in European Administrative Area”</p> <p style="text-align: center;">Room B613</p> <p style="text-align: center;">***</p> <p style="text-align: center;">Chairs:</p> <p style="text-align: center;">Associate Professor, PhD. Elena CIGU Associate Professor, PhD. Bogdan Florin FILIP</p> <p style="text-align: center;"><i>Alexandru Ioan Cuza University of Iași, Romania</i></p>



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

Room B515 and on-line Microsoft Teams ([link](#))

Chair:

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

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

Room B618 and on-line Microsoft Teams ([link](#))

Chair:

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

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

Room B513

Chair:

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

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

Room B511

Chair:

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

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

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

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

Chair:

Professor doc. Ing., PhD. Jarmila DUHÁČEK ŠEBESTOVÁ, Silesian University in Opava, Czech Rep.

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



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

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

Chairs:

Professor Ph.D. Daniela Tatiana AGHEORGHIESEI, Alexandru Ioan Cuza University of Iași, Romania

Professor Ph.D. Alexandru ȚUGUI, Alexandru Ioan Cuza University of Iași, Romania

Track 5: Artificial Intelligence in the EU Administrative Area

Room B504 and on-line Microsoft Teams ([link](#))

Chair:

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

Track 6: Accounting in the EU Administrative Area

Room B525 and on-line Microsoft Teams ([link](#))

Chair:

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

Rules for 2024 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 2024 EU-PAIR working sessions!



PLENARY SESSION
2024 EU-PAIR ANNUAL INTERNATIONAL CONFERENCE
“CHALLENGES AND DYNAMICS OF EUROPEAN ADMINISTRATIVE AREA”

**EUROPEAN ECONOMIC AND MONETARY UNION:
ACHIEVEMENTS AND CHALLENGES**

GILLES GRIN

University of Lausanne, Switzerland
gilles.grin@fjme.unil.ch

Abstract

This contribution, based on a historical perspective, aims to provide a synthesis of the achievements, limitations and challenges of European economic and monetary union (EMU). While monetary policy has been federalised between twenty of the twenty-seven EU Member States, economic union remains an incomplete achievement. We shall concentrate on the latter. The initial focus will be on two fundamental reports, the 1970 Werner report and the 1989 Delors report. We shall then look at the design of the Maastricht Treaty regarding EMU: monetary union was placed on a solid footing while economic union was a weak construction. We shall then move on to the consequences of the 2008 crisis, with monetary union under attack and the creation of an economic union 2.0. We will then question the possibility of moving towards an economic union 3.0 and investigate the resilience of national sovereignty. We shall conclude with the existence of major challenges for the future.

Keywords: European Union, history, geopolitical, economic

BUILDING A RESILIENT PUBLIC WORKFORCE IN THE AGE OF AI

JILL L. TAO

Department of Public Administration, Incheon National University
Incheon, South Korea
jltao@inu.ac.kr

Abstract

Recent discussions surrounding the rapid development of artificial intelligence (AI) have focused primarily on the purported benefits to productivity and efficiency of all kinds of work. However, as with the development of any new advance in technology, questions about the potential harm that can be expected have also been raised, although with much less fanfare. Governments have, as always, a key role to play in this discussion, and yet to date, that role has not been able to stay abreast of the changes that can be expected as newer versions of AI are increasingly rolled out with little regard for potential harm. What can the public sector worker expect from AI, both in terms of how it might be regulated, and on a more massive scale, how it may be expected to replace a good portion of the existing workforce? I will argue that many of the producers of AI (most notably OpenAI) are using a promotional model of development that focuses on monetizing new technology before it has been thought through (e.g. “Move fast and break things”, as Jonathan Taplin argued in 2017), and that model fits neatly with public management’s fixation on efficiency as a primary value to fulfill. Public employees have a unique role to play as both potential regulators and beneficiaries of regulation. Maintaining a balance between the two requires a clear-eyed view of what future, both beneficial and otherwise, that AI may bring.

Keywords: Public management, AI, efficiency syndrome



READINESS FOR DIGITAL HEALTH: TOWARDS THE DIGITAL SKILLS OF HEALTHCARE PROFESSIONALS

MARKO SLAVKOVIĆ

University of Kragujevac Faculty of Economics
Kragujevac, Serbia
m Slavkovic@kg.ac.rs

Abstract

Digital transformation is emerging as one of the key trends and challenges for organizations in various sectors. In the healthcare system, digital transformation is particularly critical because the adoption of digital tools is contingent upon the collaborative efforts of two parties: healthcare professionals and patients. The objective of the study is to ascertain the elements that positively influence the development of digital skills among healthcare professionals. The cross-sectional survey included 712 healthcare professionals employed across various healthcare organizations in Serbia's public sector. Partial Least Square Structural Equation Modeling (PLS-SEM) was used to evaluate the proposed research model. The results showed that strategic orientation has a positive impact on technological readiness and organizational readiness for digital transformation. Both technological readiness and organizational readiness contribute positively to the development of competencies necessary for digital transformation. Strategic orientation has an indirect positive effect on the development of digital competencies, while in this relationship, technological readiness and organizational readiness play a mediating role. The results of the study provide a detailed insight into the relevant factors that influence the development of digital skills among healthcare professionals and offer background for managerial implications.

Keywords: Digital skills, Strategic orientation, Technological readiness, Organizational readiness, Competencies.

ENGAGED RESEARCH FOR PUBLIC ADMINISTRATION EDUCATION: MIND THE GAP!

DIANA – CAMELIA IANCU

National University of Political Studies and Public Administration
Bucharest, Romania
diana.iancu@snsipa.ro

Abstract

Public administration (PA) education in Central and Eastern Europe has been traditionally focused on either exploring the legal background of policymaking or engaging in conversations about economic and social environments and the role state and its authorities play in shaping them and paid little interest to the ways in which engaged research may help better design solutions for the wicked problems communities and policymakers face today. This article discusses the identity of PA education in CEE and reviews the existent gap between PA education and policymaking. The author argues that engaged research may positively impact the learning process, allowing PA students to develop skills relevant for their future work with communities and stakeholder.

Keywords: engaged research, public administration education, Central and Eastern Europe



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

Room B515 (B building) and on-line Microsoft Teams ([link](#))

Chair:

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

THE EVOLUTION OF THE ROMANIAN POLICE FROM THE MILITIA DURING THE COMMUNIST PERIOD

GABRIEL CRAP

*Alexandru Ioan Cuza University of Iași
Iași, Romania
crap.gabriel@gmail.com*

Abstract

During the last decade Romania has undergone major political transformation from communist regimes to democratic forms of government. Despite changes--introducing police ranks, changing uniforms, prohibiting party affiliation, police find it more difficult to persuade citizens that they have really changed. The article details the modifications that came about in tandem with the evolution of the Romanian Police following Romania's 1990 political upheaval. The relationship between socioeconomic shifts and the corresponding modifications to law enforcement agencies has received special attention. These modifications range from renaming the Militia to the Police to altering its personnel, organizational structure, and legal framework. The Romanian Police is a professional organization that serves the public and is commemorating its 20th anniversary in 2024.

Keywords: Police, Militia, international structures

GDPR AND ARTIFICIAL INTELLIGENCE IN BUSINESS. CHALLENGES REGARDING CONTRACTS

MIRELA-CARMEN DOBRILĂ

*Alexandru Ioan Cuza University of Iași, Romania
Iași, Romania
mirela.dobрила@uaic.ro*

Abstract

The unprecedented development of artificial intelligence and the integration of new technologies in business are closely related to data processing. It is necessary to take some security measures to ensure the balance between innovation and the protection of personal data, according to the General Regulation on data protection - GDPR [Regulation (EU) 2016/679], in compliance with the rules imposed by The Artificial Intelligence Act (Proposal of Proposal for a Regulation Laying Down Harmonized Rules on Artificial Intelligence, which are analyzed in the article. The article points out the applicable legal framework in the matter and highlights the key points for the use of technologies related to artificial intelligence in the business environment, in a way that ensures compliance with the GDPR and respect for the rights of individuals, as well as the safe use of artificial intelligence and trust in artificial intelligence systems.

Keywords: personal data; GDPR; General Data Protection Regulation; artificial intelligence; The Artificial Intelligence Act; digitization of business.



REMOTE WORKING AND WELL-BEING – THE PURSUIT OF A FAIR BALANCE IN EUROPE

CARMEN MOLDOVAN

Alexandru Ioan Cuza University of Iași
Iași, Romania
carmen.moldovan@uaic.ro

Abstract

There are many lessons to be learned from the COVID-19 pandemic concerning working environment and the challenges on various aspects of private life. The need for companies to adapt and continue their activities during unprecedented circumstances created new solutions that impacted on flexibility and resilience both of the business sector and of the persons working therein. The main aim of this paper is not to analyse specific national legislation on remote working before and after the pandemic, but rather to address the question of a fair balance between work efficiency and wellbeing of the employees. The lack of a comprehensive definition of wellbeing and digital wellbeing gives rise to a continuous tension between employers and employees and in the post pandemic reality the focus is no longer only on high productivity but on specific rights of employees which were not the principal object of employers' concern. Wellbeing is closely linked to a person's state of health, it is a very complex notion which needs to be addressed and clarified. In the constant evolution of technology and digital environment, it will constitute an important factor in the work relationships. Present and future developments in this concern will be explored by the paper.

Keywords: remote working, wellbeing, work efficiency, high productivity

BOOSTING GREEN SKILLS IN THE EUROPEAN UNION – POLICY AND LEGAL DEVELOPMENTS

ADA-IULIANA POPESCU

Alexandru Ioan Cuza University of Iași
Iași, Romania
ada.popescu@uaic.ro

Abstract

The transition to a green economy represents a fundamental step in trying to slow down climate change. This transition causes a natural increase in the demand for green jobs which, in turn, requires the urgent achievement of green skills.

The European Union is already confronted with a labor and skills shortage and the need for a sustainable carbon-free economy widens even more the green skills gap in the business sector.

The paper is analyzing the new policy and possible future legal developments on green skills meant to support knowledge, abilities and values needed to develop and support a sustainable economy and resource-efficient society.

Keywords: green skills, green jobs, public policies, European Union law



EU POLICY FOR ITS MILITARY INDUSTRY. PUBLIC-PRIVATE PARTNERSHIPS

ARMAND SADOVSCHI

National School of Political and Administrative Studies

Bucharest, Romania

armand.sadovschi.20@drd.snsps.ro

Abstract

The EU has struggled to produce and deliver the planned military aid to Ukraine. In contrast, the Russian Federation mobilized its economy for mass production. The goal of this paper is to assess the EU's economic potential to outperform Russia's in the long term. The paper argues that the EU institutions must cooperate with the major European powers like France, Germany, and Poland. This cooperation will only produce better results if these institutions work closely with the private sector to stimulate, fund, and coordinate the production of weapons in the EU at an unprecedented scale. Examining quantitative economic variables correlates with a qualitative analysis of defence papers and speech acts of key political actors and major defence contractors. We aim to estimate the needed public investment and question whether the existing infrastructure can keep up with the rising demand. Who are the major European defence companies, and do they have sufficient capital for massive investments and a large enough specialized workforce? The results suggest that if the political sphere is willing to make this effort, the EU can surpass Russia's production in two to three years. In the case of solidarity at the EU level, the target will be achieved with less GDP expenditure than Russia's 6% allocation in the defense sector in 2023.

Keywords: public-private partnership, military-industrial complex, EU, Ukraine, Russia

CORRUPTION – AS INSTITUTIONAL DETERMINANT OF POVERTY. ROMANIA AND POLAND AT A GLANCE

OANA-RAMONA SOCOLIUC (GURIȚĂ)

Faculty of Business and Economics, Alexandru Ioan Cuza University of Iași

Iași, Romania

oana.socoliuc@uaic.ro

NICOLETA ȘÎRGHI

Faculty of Economics and Business Administration, West University of Timisoara

Timisoara, Romania

nicoleta.sirghi@e-uvt.ro

PIOTR KOMOROWSKI

University of Cardinal Stefan Wyszyński in Warsaw

Warsaw, Poland

p.komorowski@uksw.edu.pl

Abstract

Economic or social shocks have the tendency to open the roads towards higher uncertainty and transaction costs, allowing corruption to flourish while harming the quality of life. The multiple crises from the last decades had a common denominator – higher levels of poverty determined most of the times by the lack of institutional effectiveness. Consequently, the purpose of this paper is to investigate the impact of corruption on the level of poverty from Romania and Poland, using the theoretical



background provided by the New Institutional Economics. Both countries have experienced in the past the Communist regime being path dependent in a good way, for the case of Poland and in a rather bad way for the case of Romania. By using a VECM, variance decomposition and Granger causality analysis we investigate the implications of corruption, perceived as an outcome of extractive institutional framework, on the level of poverty from both countries. Our results have pointed out that countries with rather inclusive institutional background benefit of a solid aid in fighting corruption and experience lower levels of poverty, while nations with higher corruption are also confronted with increased pressure of poverty.

Keywords: corruption, poverty, quality of life, institutional effectiveness

EVALUATION OF THE STAFF OF ROMANIAN MUNICIPALITIES INVOLVED IN PUBLIC PROCUREMENT PROCESSES

COSMIN ILIE UNGUREANU

Alexandru Ioan Cuza University of Iași

Iași, România

ungureanu.cosmin@gmail.com

Abstract

This study investigates the workload, experience, knowledge and participation in evaluation committees of staff in the public procurement structures of the municipal municipalities in Romania. Using a previously developed questionnaire that was administered to public procurement professionals in Romanian municipalities, we wanted to understand the current situation and the challenges faced by these individuals. The results provide us with information about the relationship between workload and efficiency of running public procurement processes, about the impact of staff experience and knowledge on public procurement processes and about the importance of having responsible and knowledgeable people in evaluation committees who are familiar with the subject matter of the contract and public procurement legislation. Our findings highlight significant disparities in workload and expertise among public procurement staff, suggesting the need for training programmes and the allocation of specific resources to increase the efficiency of these processes. The research findings highlight the importance of training for procurement professionals to acquire the necessary skills to optimise procurement processes and ensure compliance with procurement legislation.

Keywords: procurement, performance, personal

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*



RELEVANT ASPECTS OF EU LEGISLATION AND CJEU JURISPRUDENCE ON TRADING COMPANIES

CRINA MIHAELA VERGA

Alexandru Ioan Cuza University of Iași

Iași Romania

George Bacovia University of Bacău

Bacău, Romania

crina_verga2000@yahoo.com

Abstract

The first part of the paper refers to the legal framework at the level of the European Union regarding commercial companies. The analysed area is regulated largely by the member states of the Union, which, however, are obliged, by virtue of their statute, to permanently adapt their internal legal order in the matter to that of the Union, by appropriating the primary legislation, the regulations and by transposing the corresponding directives. This imperative is determined by the priority of EU law over national legislation. In this sense, we will comment on the main legal provisions of the Union, which aim at: companies formation, their capital, the obligation to communicate information; the legal situation of the companies that carry out activities in several countries; the fusions and the divisions; the transfers of registered office; the guarantees regarding the financial situation of the companies; the cross-border exercise of shareholder rights; the obligation of the companies to present their financial situation, as well as to send the reports on the social and environmental impact, as well as the risks related to the carried out activities. The second part of the paper highlights some important cases from the jurisprudence of the CJEU, which determine relevant directions in the field.

The work is of great interest for specialists, but especially for the member states, which must comply with the Union framework legislation on the matter. Equally, this information is important for the commercial companies, which are obliged to respect and apply exactly the commented regulations.

Keywords: trading companies, legislation, jurisprudence; European Union.



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

Room B618 (B building) and on-line Microsoft Teams ([link](#))

Chair:

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

ARE YOU READY FOR DIGITIZATION?

AUGUSTIN MARIUS AXINTE

Alexandru Ioan Cuza University of Iași

Iași, Romania

augax@yahoo.com

Abstract

Digitization is not just a theme of this decade, but a necessity for the new digital economy. Digitization has evolved from a thematic concept into an indispensable necessity for the digital economy. This transformation is driven by several compelling factors like enhanced efficiency and productivity, improved customer experience, greater accessibility and reach, data-driven decision making, innovation and competitiveness, resilience and agility, sustainability. However, there are many fears about digitization, especially around data security issues and, more generally, the impact that digitization will have on jobs. But beyond these realities, the main issue of digitization is related to the digital skills that we have not yet acquired and that we should acquire if we want to increase work efficiency. Starting from these premises, we want to find answers to the following questions: What is digitization? What means digital skills? How do we acquire digital skills? The methodology used to obtain answers to these questions is based on the literature, official documents published by European Commission offices, and statistics issued by specialized bodies. The conclusion is the following: digitization is a broad process that will encompass the whole society, and embracing it is no longer optional but a critical strategy for thriving in the new digital economy.

Keywords: Digitization, Education, Digital skills

IMPACTS OF MACROECONOMIC AND SOCIAL DETERMINANTS ON INCOME INEQUALITY IN EU

BOGDAN FLORIN FILIP

Alexandru Ioan Cuza University of Iași

Iași, Romania

bogdan.filip@feaa.uaic.ro

Abstract

On the background of strengthening the relationships between the EU countries and of the increasing concerns regarding the equitable development of the society both in each EU country and overall, in the entire EU, a very significant subject of debate remains diminishing the income inequality. However, in order to find solutions for this issue, it is mandatory to understand first what drives such inequality. This is why the paper aims to analyze the impact of some important macroeconomic and social determinants, such as GDP, gross capital formation, labor force participation, control of corruption etc. on income inequality in EU countries, during the period between 2004 and 2020. Our



analysis leads to conclusions regarding the main drivers of inequality and creates premises also for implementing solutions in order to correct this phenomenon.

Keywords: Gini index, macroeconomic determinants, social determinants

I.C.T. NECESSITY FOR ENHANCING PRODUCTIVITY IN LOCAL GOVERNMENT ADMINISTRATION

BOGDAN FIRTESCU

Alexandru Ioan Cuza University of Iași
Iași, Romania
firtescu@uaic.ro

GINA-SIMONA FARMATU

D.G.R.F.P. Iași
Iași, Romania
gina.farmatu@gmail.com

Abstract

The importance of information communication technology (ICT) in enhancing productivity in local government administration is nowadays a sine-qua-non desiderate. Modernisation of public administration is also a becoming necessity in the context of increasingly easy access to computing technology, e.g. Broadband and Wi-Fi 6 as High-Efficiency Wireless. The modern and functional character of society is also defined by the efficiency with which it is administered, i.e. the degree of representation of citizens in relation to their public needs. On the other hand, the communication space in public administration is also shaped by the political and legal framework. This paper aims to address the need for the use of state-of-the-art technologies in public administration as a fundamental component of good governance from the perspective of the relationship between citizens and public institutions. The stage of top technologies implementation, the level of software integration and existence of web sites for information transmission in public area is also considered. In this context, some indicators that comprise the previous levels of development are presented.

Keywords: ICT, good communication practices, public governance, institutions efficiency

THE PUBLIC DEBT'S IMPACT ON ECONOMIC GROWTH. EUROPEAN UNION COUNTRIES CASE STUDY

ALIN-VASILE STRĂCHINARU

Alexandru Ioan Cuza University of Iași
Iași, Romania
alinstrachinaru@yahoo.com

Abstract

The events dynamics of the recent decades have confirmed an open relationship between economic growth and public debt. If the first represents the central pillar of a sustainable development, the debt constitutes, depending on its approach, a destabilizing factor or a motivational one for achieving the objectives. This study aims to capture the significant indicators' influence on the economic growth dynamics, by using a multivariate regression. The data are collected from the official websites of financial institutions (Eurostat, OECD, respectively IMF) and refer to European Union countries. The



analyzed period is between 2000 and 2022 (official data), with an annual frequency. The regression results provide real growth prospects that must be taken into account in developing future strategies. Along with prudence and taking responsibility, an increased attention to the flexibility concept is required. In particular, these findings emphasize the need to implement both public policies connected to economic reality and financial-monetary instruments that support economic growth. In this sense, public debt level does not represent an obstacle, but an asset that support economic growth, sustainable development at the European Union level.

Keywords: economic growth, public debt, multivariate regression

BENEFITS AND EFFECTS OF USING AI IN INSURANCE

CARMEN TODERAȘCU

Alexandru Ioan Cuza University of Iași
Iași, Romania
carmetoderascu@gmail.com

DORA-ANCA BERȚA

Alexandru Ioan Cuza University of Iași
Iași, Romania
anca.bera@feaa.uaic.ro

OVIDIU-ILIE STOFOR

Alexandru Ioan Cuza University of Iași
Iași, Romania
ovidiu.stofor@feaa.uaic.ro

Abstract

Insurance is one of the financial fields which registered an extraordinary evolution during the time. Even if the existence of different forms of insurance has been attested since ancient times, there is a mentality that looks at the financial products offered by this branch like "something new on the market". While some insurances are compulsory, the vast majority are optional, so that the individual's priorities list often does not include the purchase of such services. Thus, the insurance consultant's ability to identify together with the potential client, the latter's needs, so that he can offer appropriate financial solutions to the client, is important in carrying out such transactions.

Artificial intelligence, one of the most frequently used IT trends of late, can help in this area, making up for the lack of experience that many insurance consultants may have.

Keywords: life insurance, insurance sales, artificial intelligence



ASSESSING THE IMPACT OF EXECUTIVE INDEPENDENCE AND GENDER DIFFERENCES ON THE FINANCIAL ROBUSTNESS OF LISTED COMPANIES

MARIA GROSU

Alexandru Ioan Cuza University of Iași
Iași, Romania
maria.grosu@uaic.ro

CAMELIA CĂTĂLINA MIHALCIUC

Stefan cel Mare University of Suceava
Suceava, Romania
camelia.mihalciuc@usm.ro

CIPRIAN APOSTOL

Alexandru Ioan Cuza University of Iași
Iași, Romania
ciprian.apostol@uaic.ro

ANIȘOARA-NICULINA APETRI

Stefan cel Mare University of Suceava
Suceava, Romania
anisoara.apetri@usm.ro

Abstract

A company's financial stability refers to equilibrium, which in recent years has been and is compromised by countless events: pandemics, war, energy crisis, rising inflation, etc. Uncertainty and uncertainty have changed the way companies approach risk management. When confronted with risk-taking, financial stability makes companies robust in the face of challenges. The executive independence and gender diversity of those responsible for corporate governance can have an influence on both financial stability and a company's exposure to risk. In this context, the study investigates the impact of board member independence and, implicitly, executive independence on the financial robustness and risk-taking of companies listed on the Bucharest Stock Exchange (BSE) on the main market and is conducted on 737 observations over a period of 11 years (2012-2023). The econometric methods applied include multiple regression and multiple correspondence factor analysis, and the results show that executive independence generally has a positive impact on the financial robustness of the sampled companies, and the presence of women in top management positions does not expose the sampled entities to much financial risk. These results could be variables to consider when nominating members to top management positions in companies.

Keywords: executive independence, gender diversity, financial robustness, financial risk



CORRUPTION AND GOVERNMENT SIZE: EVIDENCE FROM LOW, MIDDLE AND HIGH INCOME COUNTRIES

DAN LUPU

Alexandru Ioan Cuza University of Iași
Iași, Romania
dan.lupu@uaic.ro

Abstract

The relationship between the size of the government and corruption has generated mixed evidence in the literature. Our object in this study is to analyze whether the size of the government is a key explanatory factor for corruption. Our analysis covers 170 countries from around the world, in 1995-2020, grouped into three categories: low-, middle- and high-income countries, and the methodology used in this study involves panel quantile regression. The obtained results show that there is a positive and significant association between the size of the government and corruption for all types of countries; however, the impact is progressive from low to middle countries, the highest being in high income countries.

Keywords: control of corruption, government size, quantile panel regression, low, middle and high income countries

LITERATURE REVIEW ON DIGITAL TRANSFORMATION AND FIRM'S PERFORMANCE: A BIBLIOMETRIC ANALYSIS

LINA MAROOF-AMIRONESEI

Alexandru Ioan Cuza University of Iași
Iași, Romania
lina.maroof@student.uaic.ro

SORIN GABRIEL ANTON

Alexandru Ioan Cuza University of Iași
Iași, Romania
sorin.anton@uaic.ro

Abstract

Digitalization is a topic that received increased interest from researchers in the last two decades. This article contains a comprehensive content analysis of the relevant literature review focusing on the subject of digital transformation and firms' performance. The aim of this analysis is to provide a detailed examination of main publication trends, influential research, and thematic developments regarding digitization in firms. By approaching a qualitative methodology (a content analysis using bibliometric techniques), the paper analyzes Web of Science articles published between 2008 and 2023. Employing methods such as citation analysis, co-authorship network mapping, and thematic clustering, we identify key contributors, leading journals, and highly cited articles that have significantly shaped the discourse. This article not only contributes to a deep understanding of the current state of research in the field but also ensures the relevance and originality of the scientific contribution by highlighting gaps in the literature and providing future research directions.

Keywords: digitalization, digital transformation, firm performance, bibliometric study, bibliometric analysis, future research



THE NEXUS BETWEEN PUBLIC INVESTMENT AND GDP IN ROMANIA

MIHAI-BOGDAN PETRIȘOR

Alexandru Ioan Cuza University of Iași

Iași, Romania

mihai.petrisor@uaic.ro

LAURA DIACONU (MAXIM)

Alexandru Ioan Cuza University of Iași

Iași, Romania

lauradiaconu_07@yahoo.com

Abstract

There has been a change in the views of the economic analysts over the past decades regarding the role of the government in the development process. Most of them agreed that government can no longer be a dominant player in the economic activities, but rather should restrict itself to providing an “enabling” environment within which the private sector can take the lead and flourish. The mainstream economics that investigated the relationship between public investment and GDP focused especially on Mankiw, Romer and Weil's augmented Solow-Swan growth model. The results differ from study to study, depending on the used methods and on the analysed state/group of countries. While some studies suggest that both public and private investment spending contribute to economic growth, others underline that only public expenditures on education and healthcare have a positive and statistically significant effect on private capital formation and long-term economic growth. Considering all these aspects, the purpose of the present paper is to determine the impact of the public investment on GDP in Romania. In order to achieve our goal, we have considered data for the period 1995 – 2022 for GDP at current market prices, price deflator of GDP, general government gross fixed capital formation at current prices from the Ameco database. Our findings are in line with others' results, obtained on different countries, and show that the hypothesis that an increase in the public investment will lead to an increase in the GDP in Romania is rejected.

Keywords: public investment; GDP, economic growth



TRACK 2a: EU PUBLIC AFFAIRS AND BUSINESS RESILIENCE AND COHESION

Room B513, B building

Chair:

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

SOFT SKILLS DEVELOPMENT WITHIN THE UNIVERSITY EXPERIENCE. A TEACHERS' PERSPECTIVE

CARMEN CLAUDIA ARUȘTEI

Alexandru Ioan Cuza University of Iași

Iași, Romania

carmen.arustei@feaa.uaic.ro

Abstract

Skills development within the current fast changing environment, focusing on acquiring specific skills for future unknown jobs represent a real challenge for universities all over the world. Research revealed that a mixture of hard and soft skills is needed for an employee to be performant, including in fields considered to be hard skills oriented. Also, studies emphasised on the growing importance of the soft skills within the workplace specially within last 5-10 years. Determine and prioritise the soft skills that students should acquire during the university experience becomes thus an important issue to be addressed. In this regard, interviews with university teachers were conducted in order to identify the skills, especially the soft ones, considered to be needed in the Future of Work and the way in which the university could contribute to them development. Pedagogical recommendations were also presented in order to better develop students' skills and help them make more aware of them acquisitions.

Keywords: soft skills development, university students, future of work, university teachers, qualitative research

SUSTAINABILITY IN ECONOMY, SOCIETY, AND ENVIRONMENT

GABRIELA BOLDUREANU

Alexandru Ioan Cuza University of Iași

Iași, Romania

gabrivaleanu@yahoo.com

DANIEL BOLDUREANU

Grigore T. Popa University of Medicine and Pharmacy of Iași

Iași, Romania

boldureanu@yahoo.com

Abstract

Sustainability refers to the ability to maintain or improve the quality of life in the long term without compromising the resources needed for future generations. This concept involves a balance between economic needs (continuous economic development without depleting natural resources), social needs (ensuring an equitable standard of living and the well-being of all members of society), and environmental needs (protecting and regenerating natural ecosystems to maintain the planet's health).



Through a process of induction, deduction, critical interpretation, and comparative analysis of studies and reports conducted at national and international levels, we investigate a series of economic, social, and environmental activities with the aim of identifying sustainable methods, techniques, and measures applicable in these fields.

By integrating these sustainable principles, the goal is to create a sustainable future in which the needs of present generations are met without compromising the ability of future generations to meet their own needs.

Keywords: sustainability; economy; society; environment.

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THE ROLE OF GOVERNANCE IN DEVELOPING GREEN SKILLS AND EMPLOYMENT

SILVIA-MARIA CARP

*Doctoral School of Economics and Business Administration, Alexandru Ioan Cuza University of Iași
Iași, Romania*
silvia.carp@uaic.ro

ANA-MARIA BERCU

*Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iași
Iași, Romania*
bercu@uaic.ro

Abstract

The concept of green jobs has gained significant attention in recent years as companies increasingly strive to become as environmentally friendly as possible. This transition to a green economy brings quantitative and qualitative changes, involving the loss and creation of new jobs. In terms of employment, focusing on the evolution of skills and job quality, these factors are affected in three ways: the changes taking place lead to an increase in demand for some jobs and a decrease for others. In addition, several existing occupations and industries will need to adapt their current training and skills framework because of the ecological changes in their tasks. To a much lesser extent, new economic activities may create new occupations, thus requiring new skills profiles and training frameworks (Cedefop, 2012). Through this paper, we aim to examine how can governance contributes to the formation of human capital needed for green jobs. The paper's methodology includes and extensive literature review to identify a classification of green skills, how these skills can be formed, and the importance of collaboration between public, private, and other parties involved.

Keywords: green jobs, skills, public policies, collaboration, human capital

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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.

DEVELOPING COMMUNICATION STRATEGIES FOR PUBLIC ADMINISTRATION PROFESSIONALS – PRESENTATIONS

ELENA CIORTESCU

Alexandru Ioan Cuza University of Iași

Iași, Romania

crismonais@yahoo.com

Abstract

Successful communication implies a wide range of skills, most of which require not only professional training but also hands-on experience. Public speaking has been a key human activity for ages. It has been used in politics, education, business, judicial matters, etc. An essentially human act, created by people for people, public speaking and, particularly, professional presentations appeal to essentially human features and should, therefore, rely on basic human rules: empathy, mutual respect, truthfulness and trustworthiness. In a global context increasingly dominated by uncertainty, the ability to deliver a clear, coherent and persuasive message proves essential to any professional in the field of public administration, particularly at the European level. Therefore, the relevance of teaching presentation skills to Public Administration students cannot be doubted. The purpose of this paper is to explore the means by which public speaking may be used as a tool in devising activities aimed to have a significant impact on learners' ability to deliver presentations in international public administration.

Keywords: communication, persuasion, public administration, presentations

YOUTH ATTITUDES TOWARDS ENTREPRENEURIAL ACTIVITIES

GABRIELA BOLDUREANU

Alexandru Ioan Cuza University of Iași

Iași, Romania

gabrivaleanu@yahoo.com

ANA MARIA RUSU

Alexandru Ioan Cuza University of Iași

Iași, Romania

3anamaria18@gmail.com

Abstract

In the current period, the contemporary world faces major challenges, making the presence of entrepreneurs and the entrepreneurial spirit capable of generating changes both at the individual level and at the national economy level. Thus, with the desire to discover the level of interest young people have in entrepreneurship; to analyze to what extent the educational environment influences the entrepreneurial spirit, to identify the factors that motivate young people to become entrepreneurs, as well as the risks they associate with entrepreneurial activity, we have elaborated this paper to investigate the perception of young people on entrepreneurial activity. To achieve the objectives, we opted for the quantitative research method, and the questionnaire was applied to students from



different fields studying at universities in Romania. The results reveal that the majority of young people do not own their own business but would like to. Young people consider entrepreneurship important for society because it leads to the development of new businesses and industries and the creation of new jobs. Besides these aspects, young people believe that the educational environment plays a particularly important role in the development of the entrepreneurial spirit.

Keywords: entrepreneurship; education; attitude; intention; young people; risk; opportunities.

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BURNOUT IN WORK: FACTORS AND SOLUTIONS

ELENA-SABINA TURNEA

*Alexandru Ioan Cuza University of Iași
Iași, Romania*

sabina.turnea@uaic.ro, sabina.turnea@yahoo.com

Abstract

The burnout syndrome appears when emotional, mental, and physical exhaustion is caused by several stress periods that were not properly managed by employees. Burnout affects individuals and organisations as well. On the one hand, employees start to be and feel unmotivated, discouraged, and without chances of doing something well and productive at work. On the other hand, organizations' performances start to suffer in terms of productivity, quality, demissions, and atmosphere. So both parties can be affected by burnout. Burnout is not identified from the very beginning by organizations, but with the results revealed in terms of key performance indicators. Employees could not be aware at their first burnout of it, but they could understand something about this first bad stage in their life post factum. In this paper a literature review regarding the burnout syndrom is made, revealing factors that conduct to this, and possible solutions to manage it properly.

Keywords: burnout, stress, performance

DO INTERGENERATIONAL TRANSFERS FOSTER SUBJECTIVE WELL-BEING?

ANDREEA-OANA IACOBUȚĂ-MIHĂIȚĂ

*Alexandru Ioan Cuza University of Iași
Iași, Romania*

andreea.iacobuta@uaic.ro

ELENA CARMEN PINTILESCU

*Alexandru Ioan Cuza University of Iași, Romania
Iași, Romania*

carmen.pintilescu@uaic.ro

Abstract

This paper analyses the relationship between intergenerational transfers and subjective well-being in older adults, at the level of EU countries. 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 that have been questioned about several aspects of their life in 2020. We measure the subjective well-being by the respondents' life satisfaction score: "On a scale of 0 to 10, where 0 means total dissatisfaction and 10 means total satisfaction, how satisfied are you with your life?". Intergenerational transfers are considered in both their forms, as time and financial transfers. The results are discussed in the context of the European welfare systems.

Keywords: subjective well-being; intergenerational transfers; EU older adults; SHARE

Acknowledgement: *Research developed within the project "SAGES: Spatial Analysis of Growth, Environment and Sustainable Well-being", project code CF 20/27.07.2023, financed through National Recovery and Resilience Plan for Romania within project call – PNRR-III-C9-2023 - 18 PNRR/2023/Component 9/Investment 8. [Finanțat de Uniunea Europeană – NextGenerationEU].*

EMPLOYEE'S PERCEPTIONS ABOUT DIGITALIZATION IN WORK

ELENA-SABINA TURNEA

*Alexandru Ioan Cuza University of Iași
Iași, Romania*

sabina.turnea@uaic.ro, sabina.turnea@yahoo.com

Abstract

Digitalization relates to much more terms in work: data, information, digitization, virtual environment, etc. Employees must keep up with the transformations that are made at the workplace. Some of them appreciate and agree with what means new in terms of technology, some of them adapt to digitalization slowly, and others are rejecting the idea of improvements with the new changes. This is the problem that conducted us to the idea of analyzing the employee's perceptions regarding digitalization, and factors that support or not this process. Whatever we want or not, in the market changes are made, and people adapt their work to new processes. The current paper aim is to understand through previous studies what makes people to easily accept digitalization. Further, limits and new research ideas are described.

Keywords: digitization, technology, work, employee



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

Room B511, B building

Chair:

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

DEVELOPING UNDERGRADUATE STUDENTS' WORKFORCE SKILLS THROUGH BUSINESS ENGLISH COURSES

ALEXA OANA-ALEXANDRA

Alexandru Ioan Cuza University of Iași

Iași, Romania

oana.alex@uaic.ro

Abstract

In teaching ESP, developing learners' workforce skills is a given, since it aims to provide practical insights into the field of activity they are interested or currently working in. This paper will draw on relevant research literature and personal teaching experience in higher education in order to discuss the range of skills which can be enhanced through undergraduate Business English courses, with a view to staying relevant in the ever-changing job-search market and providing learners with the necessary toolkit to navigate it.

Keywords: Business English, workforce skills, undergraduate, language competence, skills training

SPILOVER EFFECTS OF ENVIRONMENTAL PROTECTION EXPENDITURE: EMPIRICAL EVIDENCE FROM EUROPE

IRINA BILAN

Alexandru Ioan Cuza University of Iași

Iași, Romania

irina.bilan@uaic.ro

ADINA DORNEAN

Alexandru Ioan Cuza University of Iași

Iași, Romania

amartin@uaic.ro

CONSTANTIN-MARIUS APOSTOAIIE

Alexandru Ioan Cuza University of Iași

Iași, Romania

marius.apostoaie@uaic.ro

Abstract

In recent years, environmental issues have become the focal point of public policy in many European countries, in accordance with the ultimate goal of Europe's Green Deal, namely for Europe to become the



world's first 'climate-neutral' region, with net zero GHG emissions by 2050. The best practices of some countries became a model to follow, and many European governments have sought to increase public expenditure for environmental protection to reach sustainability goals. Our paper investigates the impact of different macroeconomic, demographic, and institutional factors on public spending on environmental protection for a panel of 30 European countries and over the timespan 2000-2021. Our focus is on the spillover effects from other European governments' environmental protection expenditure. The results show the existence of significant interactions among the European countries, meaning that national governments take into consideration the environmental expenditure of the other European countries when deciding on their spending levels. Nevertheless, positive spillover effects are only recorded after the average spending of the other countries breaches a certain threshold, corresponding to a stronger political will towards environmental objectives at the European level. In addition, we find that the size of the government sector is significantly and positively associated with government expenditure on environmental protection, while such spending is much lower in more populous countries, with aging populations, and higher in countries with a large urban population.

Keywords: *environmental expenditure, panel data models, spillover effects*

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GREENWASHING, CONSUMERS BEHAVIOR AND THE IMPACT ON COMPETITION POLICY

LUCIA IRINESCU

Alexandru Ioan Cuza University of Iași

Iași, Romania

lirinescu@yahoo.com

Abstract

Greenwashing is the process of conveying a false impression or misleading information about how a company's products are environmentally sound. Greenwashing involves making an unsubstantiated claim to deceive consumers into believing that a company's products are environmentally friendly or have a greater positive environmental impact than they actually do. In order for consumers to be empowered to take better-informed decisions and thus stimulate the demand for, and the supply of, more sustainable goods, they should not be misled about a product's environmental or social characteristics or circularity aspects, such as durability, reparability or recyclability, through the overall presentation of a product. Comparing products based on their environmental or social characteristics or circularity aspects, such as durability, reparability or recyclability, is an increasingly common marketing technique that could mislead consumers, who are not always able to assess the reliability of that information.

Keywords: consumer, competition law, greenwashing, environmental



REFLECTIONS ON GREEN FINANCE FOR THE DEVELOPMENT OF LOCAL GOVERNMENTS

ELENA CIGU RUSU

Alexandru Ioan Cuza University of Iași
Iași, Romania
elena.chelaru@uaic.ro

MIHAELA ONOFREI

Alexandru Ioan Cuza University of Iași
Iași, Romania
onofrei@uaic.ro

ANCA FLORENTINA VATAMANU

Alexandru Ioan Cuza University of Iași
Iași, Romania
anca.vatamanu@uaic.ro

Abstract

This article analyzes the main challenges local governments face in accessing green finance and proposes practical measures to address them. Firstly, the article identifies the challenges local governments encounter when utilizing green finance tools, including problems with using green finance tools, difficulties in accessing funds, and difficulties in putting green finance policies and practices into practice. Subsequently, to address these issues, strategies are proposed to enhance local government credibility and visibility, provide financial support to improve R&D capabilities, optimize green finance policies, promote knowledge of green technologies, and strengthen the regulatory environment of the green finance market. These strategies aim to enhance local government's ability to access green finance and stimulate their green innovation potential, thereby promoting their sustainable development and contributing to the green transformation of the entire socio-economy.

Keywords: green finance, local government, strategies, innovation, R&D

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PASSIVE LABOUR MARKET POLICIES, POVERTY AND INEQUALITY IN THE EUROPEAN UNION

CAMELIA DUMA

Alexandru Ioan Cuza University of Iași
Iași, Romania
duma.camelia27@gmail.com

IRINA BILAN

Alexandru Ioan Cuza University of Iași
Iași, Romania
irina.bilan@uaic.ro



Abstract

In many countries around the world, passive labour market policies are in place to provide temporary income replacement through unemployment benefits for the people losing their jobs. This study seeks to evaluate the effects of such benefits on poverty and inequality in the European Union member states for the period 2012–2022, using panel data analysis. Our findings show a statistically significant and negative relationship between the unemployment benefits replacement rate (the ratio between unemployment benefits and in-work wages) and the poverty rate and GINI index, as measures of poverty and income inequality in a country. Additionally, the study confirms the same negative effect when using the social protection expenditure for the unemployed as an alternative measure of the generosity of unemployment insurance systems. Overall, we show that a stronger social protection system for the unemployed not only helps people in difficulty but also contributes to creating a more equitable and stable society. This underscores the need to implement effective unemployment support policies to help vulnerable individuals and reduce economic disparities in the European Union countries.

Keywords: social security systems, unemployment benefits, poverty rate, income inequality

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INVESTIGATING THE DECISIONAL PROCESS OF CHOOSING A COFFEE SHOP

IULIANA CLAUDIA STOIAN

Alexandru Ioana Cuza University of Iași
Iași, Romania
iuliana.bobalca@uaic.ro

CARINA-OANA AIORDĂCHIOAE

Alexandru Ioana Cuza University of Iași
Iași, Romania
carinaoana44@gmail.com

Abstract

In a context of a competitive environment, the entrepreneurs should focus their business efforts on understanding the customers' needs and developing marketing strategies by which to differentiate from the competition and provide value to the clients. The purpose of this research is to investigate the decisional process of the customers when choosing a coffee shop.

The objectives of the research are: (1) Identifying customer expectations regarding the perceived qualities of a coffee shop; (2) Identifying the main factors that determine the purchase of a coffee from a specialized place; (3) Determining the preferences regarding the elements related to social media activity in order to promote a coffee shop. The sample consists of 150 people between the ages of 18 and 34, who usually buy coffee from coffee shops. The research carried out was a complex one, combining qualitative and quantitative methods. Observation was conducted to better understand the competitive environment and the promotion strategies used by the coffee shops. In depth-interview with one manager of a coffee shop revealed some interesting insights regarding the challenges of this business field but also the strategies that was used in order to attract customers. The survey based on a questionnaire was also applied in the online environment. The results revealed that the main expectation from a coffee shop are the coffee to be freshly brewed and tasty, the prices to be affordable, the staff to be nice, patient and attentive and the space to be comfortable and visually



pleasing. The main factors are that determine the purchase of a coffee from a specialized place: the quality of the coffee, the advantageous price, the quantity-price ratio, the appearance of the cafe but also the visibility of the cafe on online and offline promotion channels. Most of the respondents would prefer to see more content on a coffee shop's social media networks related to: the physical environment, the menu, more interactive posts, a weekly presentation of current offers, more weekly posts or informative material related to coffee or drinks. The research results have important managerial implications. The paper presents some relevant suggestions for coffee shop in order to improve their business strategies.

Keywords: coffee shop, factors, decisional process, promotion.

ANALYSING THE CONCEPT OF TALENT IN ROMANIAN PUBLIC INSTITUTIONS: A QUALITATIVE APPROACH

CRISTINA MIRONESCU (HOLBAN)

Alexandru Ioan Cuza University of Iași
Iași, Romania
cristina.holban@uaic.ro

Abstract

In a world characterized by constant and continuous change, influenced by artificial intelligence and socio-economic issues, identifying talented employees within public sector organizations is becoming increasingly difficult. Although globally research in the field of talent management has intensified in recent years, in Romania the interest of practitioners and the academic community for this field remains limited. Present theories emphasize that the absence of clear definitions and conceptual uncertainties around the terms "talent" and "talent management" create significant challenges in implementing talent management practices on a broad scale. The aim of this study is to contribute to the improvement of existing scientific knowledge in Romania by obtaining a deeper understanding of the concept of talent in the labor market. We conducted a qualitative analysis based on a review of current scientific literature and the use of an Interview Guide applied in Romanian public institutions. The results obtained confirm the existence of an acute crisis of talented personnel and emphasize the need to update human resources policies, strategies and practices in all areas of activity in the public sector.

Keywords: talent, talent management, public institutions.

WHAT ARE THE CHARACTERISTICS OF A GOOD UNIVERSITY TEACHER? A COMPARATIVE APPROACH IN THE ONLINE AND OFFLINE ENVIRONMENT

IULIANA CLAUDIA STOIAN

Alexandru Ioana Cuza University of Iași
Iași, Romania
iuliana.bobalca@uaic.ro

LIVIU-GEORGE MAHA

Alexandru Ioana Cuza University of Iași
Iași, Romania
mlg@uaic.ro



Abstract

In the context of the online learning development trend, university professors need adapt to the challenges brought by this change but also to the demands of students. The purpose of this research is to investigate students' perception on the important characteristics of a good teacher, both in the context of online learning and in traditional (face-to-face) learning.

The objectives are: (1) to identify the perceived characteristics of a good teacher; (2) to identify the role of these characteristics in students' progress and development. In order to collect data, the in-depth interview qualitative method was used, based on the interview guide. The Laddering technique was used. The sample included 20 students with at least one year experience in online learning. Four categories of important features of a teacher were identified: communication, personal style, professional background and teaching skills. The results showed that, when learning online, the most important characteristics of a teacher are: technical skills, the way the teacher explains, flexibility and friendly communication style. On the other hand, when learning face to face, the students appreciate the empathy and enthusiasm the most, but also the emphasis on practice and the novelty of the information presented by the teacher. These characteristics of the teacher encourage the students to feel more important, accepted, with more self-confidence.

Keywords: online learning, teacher profile, empathy, teaching skills

BUILDING SOFT SKILLS: ENGLISH FOR THE PUBLIC SECTOR

OANA URSU

Alexandru Ioan Cuza University of Iași

Iași, Romania

surugiu.oana@gmail.com

Abstract

Language skills and, more specifically, mastery of the English language, have become an absolute prerequisite for a successful insertion in the labour market both in the private and in the public sectors. In addition, foreign languages are listed among the core transversal skills included in the European Skills Agenda for 2020-2025, alongside digital competences or problem solving, as part of a strategy to promote lifelong learning and, hence, empower individuals in their personal and professional lives. Thus, in line with the European Commission's objectives, this paper purports to identify innovative strategies to build stronger English communication skills in students enrolled in the Public Administration program at the Faculty of Economics and Business Administration within the "Alexandru Ioan Cuza University" of Iași, with a view to equip them with the right skillset and enable them to meet the demands of the present-day labour market and, in particular, of the public sector.

Keywords: ESP, English for Public Administration/ Public Sector, soft skills, European Skills Agenda



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

DIGITAL COMPETENCE AS A FACTOR FOR SUSTAINABILITY IN PUBLIC ADMINISTRATION AFFAIRS

LYUBIMKA ANDREEVA

Sofia University, Department of Public Administration

Sofia, Bulgaria

[lubima @abv.bg](mailto:lubima@abv.bg)

Abstract

Improving digital skills is one of the main priorities, not only at national, but also at the level of the European Union in terms of a post-pandemic period and the accumulation of crises of all types. Therefore, digitization as a form of work should be seen as a key advantage, as an opportunity to overcome crises. In that sense, we can argue that the essence of the digital transformation of human resources lies in the creation of a culture, a digitalization strategy to achieve an advantage, in turn, digitalization involves learning not just how to use digital skills, but how to use them to achieve sustainability. From this point of view, the aim of the article is to outline the digital transformation in public administration affairs, focusing on the so-called digital competence, as part of the general framework of competences for civil servants at national and supranational level. More specifically, the aim is to outline the main problems and challenges, both in formulating and introducing the concept of "digital competence", as well as the challenges to its implementation and application. The results of the article could serve for the competent introduction of a workable model for digital competence. The methodology of the article includes comparative analysis of national and supranational levels regarding the European framework of Digital competences and national documents.

Keywords: Digital Transformation, Digital Competence, Sustainability, Civil Servants, Public Affairs

BRIDGING THE SKILLS GAP: INSIGHTS FROM THE PACT FOR SKILLS AND THE EUROPEAN ALLIANCE FOR APPRENTICESHIPS

LARISA ELENA PANAIT

National University of Political Studies and Public Administration

Bucharest, Romania

larisa.panait.21@drd.snspra.ro

Abstract

In 2023, 42 occupations were classified as experiencing shortages. Moreover, 74% of European SMEs reported difficulties in finding workers with the right skills according to the Eurobarometer for the European Year of Skills. This highlights the critical need for initiatives like the Pact for Skills and the European Alliance for Apprenticeships (EaFA), which offer opportunities for individuals through apprenticeships, upskilling, and reskilling initiatives. The Pact for Skills is a flagship action under the Skills Agenda and supports public and private organisations in adapting to green and digital transitions. The 20 Large-scale Skills Partnerships (under the Pact) pledged to train over 25 million



adults by 2030, enhancing sector-specific skills development. EAfA brings together governments and stakeholders to enhance the quality, supply, and image of apprenticeships in Europe, while promoting apprentice mobility. This article analyses the monitoring and annual surveys from 2023 (Pact for Skills) and 2022-2023 (EAfA) to assess the impact and outcomes of these initiatives. The analysis reveals significant impacts on skills development, with the Pact reaching nearly 1.5 million individuals in 2023 and EAfA facilitating the creation of more than 509,000 apprenticeship places between June 2022 and August 2023. High engagement and substantial investments were noted, with EUR 151 million invested by Pact members. However, financial and human resource limitations, along with administrative challenges, were common obstacles. Successful strategies included stakeholder cooperation, digital project implementation, and international collaboration, with high satisfaction reported for support services and resources.

Keywords: apprenticeship, Pact for Skills, Skills Agenda, reskilling, upskilling

THE EVOLUTION OF GENDER STEREOTYPES IN LEADERSHIP NARRATIVES

ZEALA PINTO

Alexandru Ioan Cuza University of Iași
Iași, Romania
Tsaela@gmail.com

Abstract

This paper explores the evolution of gender stereotypes in leadership narratives from 1970 to 2024, with particular attention to the theme of empowering European workforces through skills development. Drawing on feminist theories, linguistic insights, and leadership representation perspectives, the study investigates themes such as tokenism, bias in leadership evaluations, workplace humour, and the Queen Bee phenomenon. Through rigorous textual analysis, the research uncovers substantial shifts in language and portrayal of male and female leaders, reflecting evolving societal norms. The discussion interprets these changes and highlights their implications for fostering inclusive leadership roles and advancing European skill development initiatives.

Keywords: Leadership narratives, Skills development, Gender stereotypes, Feminist theories, Linguistic insights, Tokenism, Bias in leadership evaluations, Workplace humour, Queen Bee phenomenon, Empowering workforces

GREEN SKILLS AND SUSTAINABILITY EDUCATION: LESSONS FROM A MULTI-COUNTRY PARTNERSHIP

LARISA ELENA PANAIT

National University of Political Studies and Public Administration
Bucharest, Romania
larisa.panait.21@drd.snspa.ro

Abstract

According to the United Nations, over 55% of the world's population currently resides in urban areas, and this figure is projected to rise to nearly 70% by 2050. This rapid urbanisation underscores the urgency of transforming urban environments to be greener and more sustainable. One pivotal aspect of this transformation is the development of skills within the green education sector. Green education equips individuals with the skills necessary to address environmental challenges and fosters innovation in sustainable practices. This article explores the impact of the European Platform for



Urban Greening (EPLUG), a Centre of Vocational Excellence, an initiative of the European Commission. EPLUG represents a public-private partnership across Romania, the Netherlands, Finland, Denmark, Spain, and Czechia. EPLUG partners include (vocational) education and training providers, NGOs, companies, European associations, and public authorities. This multi-country partnership enhances learning by allowing partners to share resources and best practices, thereby enriching the educational experience and fostering a more cohesive approach to sustainability. This article investigates the key successes of the EPLUG project, focusing on the enhancement of green skills and sustainability education. Through interviews with various stakeholders from different countries, the article examines a) the added value of collaboration at national, regional, and European levels; and b) examples of green skills and education initiatives. The findings underscore how such partnerships facilitate better skilling, upskilling, and reskilling to meet the challenges posed by the green transition, climate change, among others. Some countries are transforming green curricula with new technologies, while others are expanding green education to broader audiences through public learning experiences or integrating new professional qualifications.

Keywords: Centres of Vocational Excellence, green education, green skills, multi-country partnership, public- private partnership

EXPLORING THE IMPACT OF CORRUPTION AND AI DEVELOPMENT ON NATIONAL RESILIENCE: INSIGHTS FROM A CROSS-COUNTRY ANALYSIS

DANIELE TAMMARO

*University of Pisa
Pisa, Italy*

daniele.tammaro@phd.unipi.it

DILETTA VITO

*University of Pisa
Pisa, Italy*

diletta.vito@ec.unipi.it

VINCENZO ZARONE

*University of Pisa
Pisa, Italy*

vincenzo.zarone@unipi.it

Abstract

Corruption is a pervasive issue that profoundly undermines governance, economic prosperity, and social justice, affecting both developing (Olken and Pande, 2012) and developed nations (Shleifer and Vishny, 1993). It reduces investment, fosters uncertainty (Lambsdorff, 2003), and misallocates resources, critically diminishing economic resilience (Mauro, 1995). Moreover, corruption erodes public trust, significantly reducing a nation's capacity to manage crises effectively (Comfort, 2007). Despite extensive literature highlighting the negative impact of corruption on economic growth and social welfare, a direct empirical investigation linking corruption to governmental resilience remains underexplored. This study aims to fill this gap by testing two hypotheses: 1) the level of corruption in a country negatively impacts its resilience, and 2) the development of AI has a positive mediating effect on the relationship between resilience and corruption.

The study employs linear regression analyses using data from 146 countries listed in the State Resilience Index (SRI) developed by the Fund for Peace (FFP). Countries were categorized into two groups based on their GDP per capita Purchasing Power Parity (PPP): those below the median value (Low GDP group) and those above it (High GDP group). Key variables were sourced from open databases, derived from



the United Nations, Transparency International, the European Commission, Oxford Insights, the International Monetary Fund, and the World Bank.

This research fills a gap in the existing literature by providing the first empirical evidence on the direct relationship between corruption and resilience and exploring this relationship considering the moderating effect of AI development. The results support the hypothesis that corruption significantly undermines resilience. This relationship remains significant when the sample is divided into High GDP and Low GDP groups. Regarding the second hypothesis, while the mediating effect of AI development is not significant for the total sample—suggesting that AI development does not universally alter the corruption-resilience nexus—it is significant within the Low GDP group. In the Low GDP group, AI development significantly enhances resilience, consistent with previous literature suggesting the importance of technology in resilience-building processes (Cañavera-Herrera et al., 2022). However, the interaction of AI technologies with corruption negatively affects resilience. This suggests that in less economically developed countries, the introduction of AI technology may create challenges that undermine the benefits of reduced corruption unless governance frameworks are sufficiently robust to manage the complexities introduced by new technologies.

Finally, the results raise important questions for practitioners about the utility and applicability of AI technologies in low GDP countries. Policymakers need to strengthen governance frameworks to support the effective integration of AI. This involves developing clear regulatory guidelines, ensuring transparency, and improving the skills and capabilities of public officials to manage and utilize AI technologies effectively. By addressing these governance challenges, countries can better leverage AI to enhance resilience and navigate the complexities introduced by new technologies.

Keywords: Corruption, Resilience, AI-Development, public management, cross-country analysis

A COMPARATIVE ANALYSIS OF INCLUSIVENESS AND ITS IMPLICATIONS FOR ECONOMIC DEVELOPMENT: HOW MOLDOVA, GEORGIA AND UKRAINE ALIGN WITH EU MEMBER STATES IN BENEFIT-SHARING AND PARTICIPATION

PISICA RODICA

*Academy of Economic Studies of Moldova
Chisinau, Republic of Moldova
pisicarodica@gmail.com*

Abstract

This paper presents a comparative analysis of inclusiveness among the new EU candidate countries—Moldova, Ukraine, and Georgia—alongside the EU-26 member states, focusing on benefit-sharing and participation as crucial elements of economic integration. Using data from 2006 to 2019, the research applies Principal Component Analysis (PCA) to construct an inclusiveness index that quantifies and compares economic and social outcomes (income inequality, poverty and employment). Subsequent k-means clustering classifies the countries into groups based on levels of inclusiveness, revealing variations in adaptation to EU social and economic standards. Additionally, the Granger causality test demonstrates that the computed inclusiveness index Granger-causes GDP per capita at lags 3 and 4.

The findings indicate differential progress among the new candidate countries, each showing unique trajectories in aligning with the EU's inclusive growth framework. This analysis provides insights into the efficacy of EU-associated reforms and their impact on socio-economic disparities. The research not only highlights the variations in inclusiveness across the 26 European Union member states and the three new candidate states but also provides certain implications for policy interventions to support the EU's enlargement agenda.

Keywords: EU enlargement, Inclusiveness Index, Principal Component Analysis, k-means clustering, Granger causality



ACCOUNTABLE GOVERNMENT FOR RESILIENT COUNTRY: EMPIRICAL EVIDENCE ON THE MEDIATING ROLE OF ECONOMIC, SOCIAL, AND TECHNOLOGICAL DEVELOPMENT

DILETTA VITO

University of Pisa

Pisa, Italy

diletta.vito@ec.unipi.it

DANIELE TAMMARO

University of Pisa

Pisa, Italy

daniele.tammaro@phd.unipi.it

VINCENZO ZARONE

University of Pisa

Pisa, Italy

vincenzo.zarone@unipi.it

Abstract

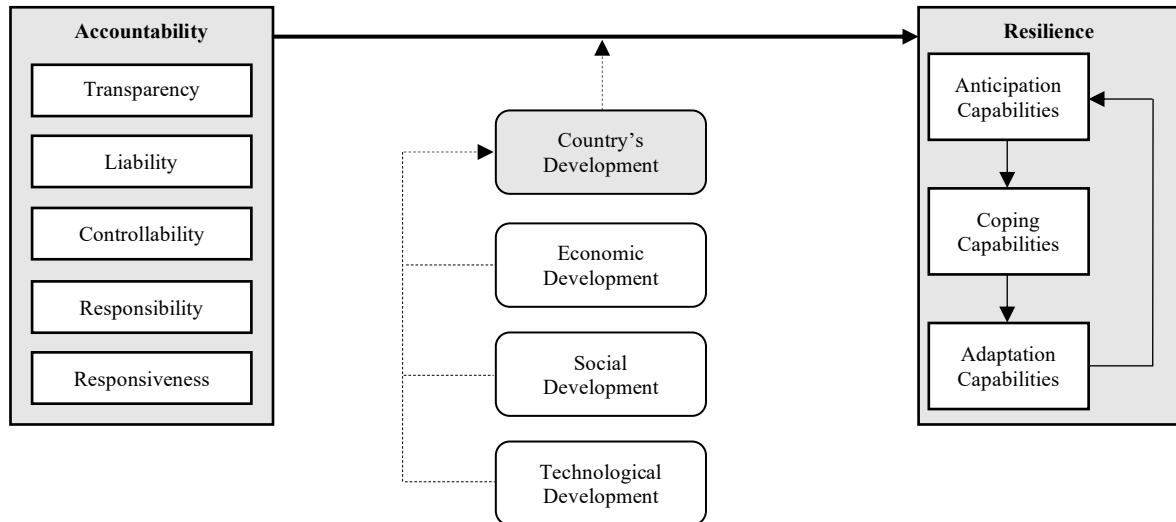
In recent years, multiple and concurrent challenges (i.e., polycrisis) have emerged, threatening the stability of public sector organizations. Consequently, scholars have addressed this issue by examining and proposing policies and actions that governments can undertake to improve their resilience capabilities (Hernantes et al., 2019). In this complex scenario, accountability has emerged as a key factor to bolstering resilience. However, despite pivotal organizations (World Bank, European Council, United Nations) have shed light on the crucial association between accountability and resilience, empirical studies on the topic are still lacking. This study aims to fill this gap by empirically testing the impact that accountability has on the resilience of a country.

Building on prior literature, we develop a theoretical framework (Figure 1) that integrates the comprehensive accountability framework (Christie, 2018) with the process-based approach to resilience (Duchek, 2020) to outline the potential link between accountability and the resilience capabilities of countries. Moreover, we hypothesize that the country's economic, social, and technological development levels may have a moderating effect on this association, either enhancing or diminishing it.

This study employs a quantitative research method, which includes linear regression and moderator analyses. We tested our models on a sample of 182 countries using a hand-collected dataset containing open data from several sources (United Nations, European Commission, World Bank, International Monetary Fund).

There are several points of interest in this research. Firstly, this research fills a gap in prior literature on public management, which has traditionally focused on individual dimensions of accountability when analyzing resilience, without considering accountability as a systemic concept. For instance, some authors focused on transparency (Al Balushi, 2020) while others on responsiveness (Duit, 2016) suggesting that both, when considered as separate concepts, improve preparedness to deal with risk. Moreover, by analyzing the mediating role of economic, social, and technological development, this study offers insights into the characteristics of countries that may impact the association between accountability and resilience. In doing so, the study integrates previous evidence that predominantly focuses on the socio-economic status of a country as crucial aspect of its resilience capabilities leaving out the technological aspect (Bolson et al., 2022), even though recent research has recognized the key role of technology in resilience-building processes (Cañavera-Herrera et al., 2022). Finally, this study advances knowledge on resilience by considering a polycrisis scenario and compiling evidence from prior studies that mainly focused on one crisis at a time (Shi et al., 2022).

Fig.1 – Theoretical framework



Source: author's elaboration

Keywords: resilience capabilities, accountability, polycrisis, public management, cross-country analysis



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

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

Chair:

Professor doc. Ing., PhD. Jarmila DUHÁČEK ŠEBESTOVÁ, Silesian University in Opava, Czech Rep.
Associate Professor PhD. Irina BILAN, Alexandru Ioan Cuza University of Iași, Romania

ENTREPRENEURSHIP AND ECONOMIC DEVELOPMENT IN BENIN'S AREAS

SÈDAMI NADÈGE MARSOVE ATTOLOU

University of Abomey-Calavi, Benin
amarsove@gmail.com

ANGELA ROMAN

Alexandru Ioan Cuza University of Iași
Iași, Romania
aboariu@uaic.ro

Abstract

In recent years, the importance of entrepreneurship for economic, social and environmental well-being has been highlighted. Some research has come to see entrepreneurs as a solution to social inequalities. Indeed, entrepreneurship is seen as an important driver of economic growth as it contributes to the creation of new jobs, the emergence of new innovations, but also to the stimulation of competition. Against this backdrop, several countries have introduced policies to promote entrepreneurship. Benin is no exception. Several programmes and policies have been put in place by the Beninese government, such as the National Agency for the Promotion of Employment, the National Fund for Enterprise Promotion and Youth Employment, and the National Employment Policy, all aimed at promoting viable, competitive businesses that will create new jobs. According to the Strategic Plan of the Chamber of Commerce and Industry of Benin 2015-2021, every year at least 2,500 formal businesses are created, 80% of which are sole proprietorships. Despite all these policies, the situation in Benin does not seem to be improving. This study therefore set out to analyze the relationship between entrepreneurship and economic development in the regions of Benin. The GWR model (geographically weighted regression) is used to identify geographical variations in the influence of explanatory factors; in other words, it identifies the fact that certain variables may have a positive effect in certain regions while they may have negative effects in other regions. The results show a positive relationship between entrepreneurship and economic development in the different regions of Benin and a stronger impact of entrepreneurship on economic development in regions with entrepreneurial activities in promising areas such as industry. In this context, policies to promote entrepreneurship need to be strengthened in all regions.

Keywords: entrepreneurship, development, employment, policies



STRATEGIES FOR DEVELOPING DIGITAL LITERACY & COMPETENCY

CARINA BRANZILA

*Alexandru Ioan Cuza University of Iași
Iași, Romania*

carinabranzila@gmail.com

RUBNICU ALIN

*Gheorghe Asachi Technical University of Iași
Iași, Romania*

arhigraph74@gmail.com

Abstract

The digital revolution has literally changed the face of our world, and the ability to navigate this digital landscape has become a necessity. However, a significant digital skills gap persists, leaving many individuals and even entire communities behind. This presentation will examine some strategies for bridging this gap and fostering digital literacy and competency within the EU's future workforce. More precisely, it will look into the hands-on experiences of several students at the Faculty of Economics at a Romanian university and the way they perceive this digital revolution, its impact and outcomes: positive or negative. We will try to analyze some practical teaching approaches adapted to different learning styles and skill levels. We will also discuss the importance of integrating digital literacy into existing educational frameworks at the tertiary level.

Keywords: digital literacy, tertiary education, Bachelor students

SUPPORTING REFUGEE ENTREPRENEURSHIP IN EUROPE: A NEW CHALLENGE TO THE SUSTAINABLE DEVELOPMENT GOALS

AKM ZAKARIA

*Silesian University in Opava, School of Business Administration in Karviná,
Department of Business Economics and Management
Czech Republic*

zakaria@opf.slu.cz

JARMILA DUHÁČEK ŠEBESTOVÁ

*Silesian University in Opava, School of Business Administration in Karviná, Department of Business
Economics and Management
Czech Republic*

sebestova@opf.slu.cz

Abstract

Refugee entrepreneurship is a new phenomenon in countries where migrants want to settle their life after leaving their home countries due to economic situation, war, or other social problems. Refugee populations struggle to enter the labour market quickly, so one option is to support their self-employment. Supporting the employment and entrepreneurship of this group is also in line with the Sustainable Development Goals. Business minorities often need to deal with their savings and financial support or get loans from family and friends. We could observe that these people need not just active support on how to, but the source of financing. Another possible way to get financial support for the start-up of a business is to apply for commercial support or financial contributions from the Office of



Labour. They suffer from discrimination in lending policies because they do not have the credit history needed to obtain credit, just as normal start-up entrepreneurs do. Financing is also related to networking and the possibility to obtain credit from business partners outside their community. The suggested possibility is to create microfinance groups, get support from microfinance institutions (MFIs), or crowdfunding. An active intervention must be designed according to national principles that focus on the specific characteristics and situation of refugee groups. Once again, the problem is to motivate donors and others to support sustainable systems and programmes to create a sufficient ecosystem. Second, the success of those programmes is still under discussion and it is difficult to measure real impact. The purpose of this article is to review existing possibilities within EU countries and suggest the way of policy development in countries with a higher refugee rate. The research problem is closely related to active labour market policy within countries; a very large group of people at risk in the labour market are also persons of another ethnicity. A qualitative examination of successful programmes demonstrates some ways to support them. We expect that our findings could suggest cooperation between nongovernmental organisations (NGOs) and refugee-led groups to support access to public or private support and be helpful with financial knowledge to offer start-up training under the wings of public or private organisation.

Keywords: refugee, entrepreneurship, minorities

WHEN AND HOW EMPOWERMENT THROUGH SKILLS DEVELOPMENT WORKS OPTIMALLY? APPLYING THE MEANINGFUL AUTONOMY IN PERSONAL DEVELOPMENT FRAMEWORK INTO ORGANIZATIONS

DORIN NASTAS

Alexandru Ioan Cuza University of Iași
Iasi, Romania
nastas@uaic.ro

VICTORIA GONȚA

Ion Creanga State Pedagogical University of Chisinau,
Republic of Moldova
gonta.victoria@upsc.md

Abstract

No doubts that learning or improving work-relevant skills empowers both the personnel and the companies for doing a better job and having a stronger standing in the market. Since workforce development could be costly and facing many sorts of barriers it is worth seeking the optimal conditions that triggers or sustain background processes enabling successful skill learning.

Situated within a broader positive organizational studies perspective we propose a psychological interpretation on the optimal work-related skills development. The central element of our perspective consists of a Meaningful Autonomy in Personal Development Framework (MAPDF; Nastas, 2024). The MAPDF combines several important approaches in positive psychology and well-known psychological theories that are focused on the meaningfulness and autonomy in human motivation to present a new perspective on personal development. Applying the MAPDF to organizational learning and to skills training we outline some initial insights on the workplace ingredients needed for igniting the motivational dynamic that optimally sustains skills development and skills use.

Keywords: personal development; skills learning; motivation; positive psychology; positive organizations.



RESILIENCE, BUSINESS PLANS AND NETWORKING

ANDREEA-ISABELLA MOROȘANU

Alexandru Ioan Cuza University of Iași

Iași, Romania

aimorosanu@gmail.com

Abstract

The title of the paper - "Resilience, Business Plans and Networking" - emphasizes three key aspects of success in the business environment. By using these terms, the title highlights that the study will examine the interconnection between these components and how they contribute to the success of organizations in a dynamic and unpredictable economic environment.

The aim of the paper is to investigate the concept of resilience in the business environment and how strategies and networking influence the performance and success of organizations.

The objectives of the paper are: 1. Analyzing the concept of resilience in the business environment to understand how it influences organizational performance; 2. Identifying and evaluating strategies and practices that contribute to the development and consolidation of organizational resilience in the face of challenges and changes in the economic environment; 3. Investigating the impact of networking on organizational resilience and business performance and 4. Formulating practical and relevant recommendations for managers and organizational leaders to improve resilience and increase success within organizations.

Essentially, business resilience is a dynamic and complex concept that encompasses adaptability, innovation, collaboration, and foresight.

Entrepreneurs need to establish strategies that help them anticipate and manage risks, while also defining action plans based on creative and, wherever possible, innovative solutions aimed at accessing development opportunities. Throughout this process, it is important to pay special attention networking, as by adopting the concept of relational marketing, so we can develop organizations ready to face challenges.

Through an inductive, deductive, critical analysis, and interpretation of specialized literature, as well as through direct observation of the business environment, we aim to identify the impact of establishing and implementing development strategies and business relationships in various organizations. The goal is to identify any potential effects on their economic activities. The results will highlight the importance of these three elements in the development of a prosperous business.

Keywords: entrepreneur, business, strategies, resilience

THE INFLUENCE OF GLOBAL EVENTS ON THE DYNAMICS OF SMALL AND MEDIUM ENTERPRISES FROM ROMANIA

MIHAELA ONOFREI

Alexandru Ioan Cuza University of Iași

Iași, Romania

onofrei@uaic.ro

ERIKA-MARIA DOACĂ

Alexandru Ioan Cuza University of Iași

Iași, Romania

doaca.erika@yahoo.com



ADELINA-ANDREEA SIRITEANU
Alexandru Ioan Cuza University of Iași
Iași, Romania
siriteanuadelinaandreea@gmail.com

Abstract

Small and medium enterprises have an important contribution to the economy and its development. Considering the vulnerability of this sector, the COVID-19 pandemic, along with armed conflicts and the conditions imposed on access to financing, have generated transformations for the entrepreneurial environment. Pollution, climate change and sustainable development are the main issues facing both developed and developing countries around the globe. Nowadays, the sustainability of the important problem area facing all sectors, the business environment being forced to adopt ecological practices in carrying out their activities. That is why the existence of solid laws in the public-private domain is an essential element for economic development. This paper would propose to analyze the impact of these events on the dynamics of SMEs in Romania. Our analysis is carried out at the level of the 9 regions in Romania, the analysis period being 2017-2022 with the aim of identifying the new solution in order to promote entrepreneurship among young people.

Keywords: SMEs, promotion, public-private partnership, economic development

DIGITALISATION AND FINANCIAL PERFORMANCE OF BANKING SECTOR: AN EMPIRICAL INVESTIGATION IN EUROPEAN COUNTRIES

ANGELA ROMAN
Alexandru Ioan Cuza University of Iași
Iași, Romania
aboariu@uaic.ro

VALENTINA DIANA RUSU
Institute of Interdisciplinary Research, Alexandru Ioan Cuza University of Iași
Iași, Romania
valentinadiana.ig@gmail.com

Abstract

Digital technologies have significantly transformed the economic environment, including the banking landscape in recent years. The emergence of a wide range of digital financial services has led to accelerating the digitalisation of the banking sector, which is thus experiencing profound structural changes. Digitalisation would allow banks to improve the quality of products and services, develop new products and financial services, reduce operational costs and increase the efficiency of their operations. In this context, our study aims to analyse the link between digitalisation and the financial performance of the banking sector. Specifically, we strive to empirically investigate the effects of digitalisation on the financial performance of the banking sector in the 27 member countries of the European Union. We also aim to examine how different forms of digitalisation would influence the financial performance of the banking sector. Our analysis covers 10 years (2012-2021) and is based on data provided by the European Central Bank, the European Commission, the International Monetary Fund and the World Bank. In our empirical model, we include representative indicators for measuring banking performance and a set of indicators measuring the digitalisation of the banking sector. In addition, we include several control variables, represented by both macroeconomic indicators and indicators specific to the banking sector. The results of the empirical analysis show a positive and strong link between digitalisation and the financial performance of the banking sector in EU countries. Therefore, by increasing the degree of



digitalisation of the banking sector, the banks can significantly improve their financial performance. Through its content, our research provides new insights into the implications of digitalisation in the banking sector.

Keywords: digital technologies, profitability, banking sector, European countries

ENTREPRENEURSHIP IN THE CZECH REPUBLIC AND SLOVAKIA REPUBLIC: CASE OF KARVINÁ AND ČADCA

DOMINIK SALAT

Silesian University in Opava
School of Business Administration in Karviná
Czech Republic
salat@opf.slu.cz

PETRA KREJČÍ

Silesian University in Opava
School of Business Administration in Karviná
Czech Republic
krejci@opf.slu.cz

Abstract

Historically important towns where business, particularly in forestry, mining and quarrying, has only prospered. Today, these are almost forgotten jewels of two countries, Czech Republic (Karviná) and Slovakia Republic (Čadca). Time has gradually left its mark on these towns and the interest of investors has faded from these two important border towns. The decline in mineral wealth had a major impact on business and employment. As time passed and everything changed, these cities failed to react in due season and adapt to these dynamic conditions. The reason for choosing these cities is mostly their similarity. Apart from the fact that both are border towns of two different states with a shared fate, they are also similar in other aspects. They have an identical total surface area. The aim of this article is to explore the similarities and differences of these cities in the field of entrepreneurship. The paper will focus on the industries in these cities. The monitoring period will be 2010 to 2022. Based on analysis, it will be determined which city is attractive for which industries.

The results will be compared to each other, and it will be determined what direction the two cities have taken and if there is a correlation between the sectors of these cities. The trends of entrepreneurship in these towns will be identified as well. The research will be based on the processing of the obtained secondary data. All secondary data will be collected from several statistical databases located within the Czech Republic and the Slovakia Republic. These are specifically data processed by national statistical offices. As part of the research results, the article will focus on the analysis of pre-selected factors and their comparison, which will make it possible to answer the research question. The research question: "Do the cities of Karviná and Čadca have the same development trend?" will be answered in the discussion at the end of the paper.

The discussion will be focused on the evaluation of the research results, mainly in the area of the development trend of the two mentioned cities. Furthermore, the discussion will focus on individual factors influencing the development of entrepreneurship in the last ten years. The discussion will also focus on the future of these cities and their development possibilities. Research can also identify new unexploited entrepreneurial opportunities for entrepreneurs. The final part of the article will also reveal the possibilities of further research in the field of city development based on the previous development trend.

Keywords: entrepreneurship, development, opportunities



EMPOWERING REFUGEES FOR SOCIO-PROFESSIONAL INTEGRATION IN THE HOST COUNTRIES THROUGH PERSONAL DEVELOPMENT FOCUSED ON SOCIAL SKILLS: THE MODEL OF THE REPUBLIC OF MOLDOVA FACING THE UKRAINIAN CRISIS

VICTORIA GONȚA

*Ion Creanga State Pedagogical University of Chisinau,
Republic of Moldova*
gonta.victoria@upsc.md

DORIN NASTAS

*Alexandru Ioan Cuza University of Iași
Iasi, Romania*
nastas@uaic.ro

Abstract

Starting from February 2022, over 2 million Ukrainians had to leave their homeland to survive the war started by the sister country Russia. Over one hundred thousand Ukrainian citizens chose the Republic of Moldova as their host country, the closest country in terms of geographical and cultural distance, where they stayed to wait for the day of their return home. Since time has passed quickly but the return of refugees still does not seem too realistic, both refugees and support organizations in the host country have moved from passive policies of social support to active policies of inclusion. One of such programs is the Program of Professional Development for specialized caregivers, focused on the development of social skills: Abilities and techniques for caregivers to the elderly people, PWD and children, implemented by WV Moldova. Thus a group of 30 refugees, women with diverse professional training, were included in an intensive program of theoretical training of 4 months and another 9 months of field practice, through which the people would assimilate a new job of utmost necessity both for the country host as well as for the country of origin, at the time of return. In this article we present the model as a good practice of refugee empowerment and resilience for their socio-professional inclusion. The course intended not only to teach refugees the fundamental concepts and ideas of specialized care, but also to develop their communication skills, conflict resolution, emotional intelligence, problem solving, psychosocial counseling, care for people with special needs, people in age and people at risk. A section of the training covers the theory of psychosocial interventions, legislation and policy measures to protect children and people experiencing difficulties.

Keywords: refugees; socio-professional integration; personal development; social skills; resilience.



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

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

Chairs:

Professor PhD. Daniela Tatiana AGHEORGHIESEI, Alexandru Ioan Cuza University of Iași, Romania

Professor PhD. Alexandru ȚUGUI, Alexandru Ioan Cuza University of Iași, Romania

DEVELOPING RESILIENCE COMPETENCIES: A CURRICULUM FOR INSTITUTIONAL, GOVERNANCE, AND SOCIETAL SYSTEMS

DANIELA-TATIANA AGHEORGHIESEI

*Alexandru University of Iași
Iași, Romania
dtc@uaic.ro*

IOANA MARIA COSTEA

*Alexandru University of Iași
Iași, Romania
ioana.costea@uaic.ro*

CORNELIU IAȚU

*Alexandru University of Iași
Iași, Romania
ciatu@uaic.ro*

LIVIU-GEORGE MAHA

*Alexandru University of Iași
Iași, Romania
mlg@uaic.ro*

CONSTANTIN-MARIUS APOSTOAIIE

*Alexandru University of Iași
Iași, Romania
marius.apostoaie@uaic.ro*

JENI CÎMPINEANU

*The Euro-Atlantic Resilience Centre, E-ARC
Bucharest, Romania
jeni.cimpineanu@e-arc.ro*

Abstract

The VUCA environment (characterized by volatility, uncertainty, complexity, and ambiguity) represents the norm in which all organizations of the 21st century currently function, both from the business and public sectors. These face multiple challenges, which oblige them not just to identify adaptation strategies but to reinvent themselves, become more innovative, and build and strengthen



their resilience systems and mechanisms to fulfil their assumed mission and become stronger, more competitive, and sustainable in the long term. Organizational resilience is crucial in today's VUCA environment, mirroring the need for societal resilience.

Building and strengthening resilience at institutional, governance, and societal levels is a complex task. It requires individuals with a clear vision, specific skills, and competencies in this area. Among these individuals, decision-makers and specialists hold a pivotal role. They are the ones who can drive the necessary changes and implement effective resilience strategies, making their training a critical component of the process.

In this context, this research is focused on identifying the key aspects that should form the foundation of a comprehensive training program at an institutional level. We aimed to pinpoint the specific skills that should be developed for the staff of central public authorities and institutions, particularly those involved in decision-making. Additionally, we sought to identify the standards, methodologies, and indicators they should be familiar with and apply, as well as the specific response strategies in institutional, governance, and societal resilience.

To identify the necessary training components, we employed questionnaires. These questionnaires were administered to a targeted group of specialists and decision-makers. The selection criteria for this group included expertise in the field, managerial roles within relevant organizations, or positions within public authorities. The questionnaires focused on the direction of training for decision-makers. Specifically, they explored the professional and personal skills and competencies that should be developed, along with the specific content areas that would be most beneficial to include in the curriculum. The questionnaires were developed and applied as part of a POCU RESILIENT_ SIPOCA 1272 project, coordinated by the Chancellery of the Prime Minister, in partnership with the Euro-Atlantic Centre for Resilience (E-ARC) and the Alexandru Ioan Cuza University of Iași.

Keywords: resilience at institutional, governance, and societal levels, skills and competencies, resilience curriculum

DEVELOPMENT OF YOUTH EMPLOYABILITY ISSUES BY VOLUNTEERISM APPROACHES

MAGDALENA CAMANARU

Alexandru Ioan Cuza University of Iași
Iași, Romania
magda.camanaru@gmail.com

ADRIANA PRODAN

Alexandru Ioan Cuza University of Iași
Iași, Romania
pada@uaic.ro

Abstract

There is a global warning signal regarding youth employability, with an estimate of a quarter of world youth population – i.e. 290 million youth aged 15 – 25 years old included in the NEETs (“not in education, employed or in training”) category. Last data provided by EUROSTAT in 2022 shows that Romania has almost 20% of its 15 – 29 years old youth as NEETs (19.8%), which is almost double compared to EU average of 11.7%. Therefore, a lot of effort has been put into funding special programs and projects aiming at increasing qualification, professional skills and education levels in youth. Between 2014/ 2016 – 2020, within the financial exercise for Romania, more than 62% of the budget allocation targeting youth in general and NEETs youth in particular (Priority Axe 2 – Improve the Situation of Youth from NEETs Category) came from the Social European Fund, and the impact of this investment has not been, yet, assessed. Volunteerism, though, as a means of gaining necessary skills and competences needed to



find a job on the labour market, is often disregarded, in this respect, although there are studies and initiatives which show there is a correlation between volunteerism, competences and increased employability chances, thus, underlining the economic capital volunteerism brings.

The current article proposes to analyse the importance of volunteerism in increasing employability chances in youth in general, NEETs youth in particular, through comparative data showcase and examples from various countries, coming from practice and literature review, including Romania's efforts in this regard.

Keywords: volunteerism, employability, competences, youth, NEETs

THE MAIN DISPARITIES IN PERCEPTIONS BETWEEN EMPLOYEES AND MANAGERS REGARDING THE BENEFITS, CHALLENGES, AND FEASIBILITY OF REMOTE WORK ARRANGEMENTS

INBAR BARAZANI

Alexandru Ioan Cuza University of Iași

Iași, Romania

inbarpinto2@gmail.com

Abstract

This study offers a comprehensive examination of the disparities in perceptions between employees and managers regarding the benefits, challenges, and feasibility of remote work arrangements. In an era marked by rapid technological advancements and evolving workplace paradigms, remote work has emerged as a critical component, challenging traditional office dynamics and necessitating strategic adaptation from both managerial and employee perspectives.

Through an extensive literature review and a thematic analysis of qualitative data gathered from semi-structured interviews with employees and managers across various industries, this research elucidates the multifaceted implications of remote work. Key themes explored include communication strategies, trust-building, and employee well-being. The findings reveal significant disparities in how managers and employees perceive remote work's benefits and challenges. Managers often express concerns about maintaining productivity, ensuring effective communication, and preserving organizational culture, whereas employees highlight the advantages of increased flexibility, improved work-life balance, and reduced commuting time.

The study also delves into the challenges faced by both groups. Managers grapple with overseeing remote teams, fostering team cohesion, and providing adequate support and resources. Conversely, employees face difficulties related to managing distractions, maintaining motivation, and establishing clear boundaries between work and personal life. The absence of face-to-face interactions can exacerbate feelings of isolation and disconnect, impacting morale and engagement.

Insights from both managers and employees underscore the importance of tailored remote work policies and practices that address diverse needs and concerns. By prioritizing effective communication, fostering trust, and emphasizing employee well-being, organizations can bridge the perceptual gap between managers and employees. The research provides actionable recommendations for organizations seeking to optimize remote work initiatives. These include establishing clear communication channels, leveraging collaboration tools, promoting a supportive organizational culture, and implementing robust mental health and well-being programs.

In conclusion, this study highlights the necessity for a nuanced understanding of the complexities inherent in remote work dynamics. By addressing the disparities in perceptions between managers and employees, organizations can create a more inclusive, resilient, and productive remote work environment. Embracing these insights and recommendations will enable organizations to navigate the digital age successfully, fostering a culture of flexibility and innovation.

Keywords: remote work, disparities, challenges, employees, managers



RECONFIGURING THE ROLE OF UNIVERSITIES IN THE CONTEXT OF AI – BETWEEN THE HALL OF MIRRORS AND THE MUSICAL CHAIRS GAME

IRINA TEODORA MANOLESCU

Alexandru Ioan Cuza University of Iași
Iași, Romania
iciorasc@uaic.ro

MIHAI TALMACIU

Alexandru Ioan Cuza University of Iași
Iași, Romania
mtalm@uaic.ro

Abstract

For the production and transfer of knowledge, the emergence and rapid expansion of AI tools represent a milestone, in which reconfiguring the role of each involved actor becomes mandatory. After a period of high inertia, during which universities seemed to ignore the new challenges, multiple initiatives followed, ranging from debates, plenary presentations at conferences and congresses, to courses for teachers, new specializations, and institutional regulations.

This article aims to review the relevant literature in the field, to systematize the positions assumed by universities and higher education systems in the context of AI tools. Additionally, the declarations and events initiated by universities in the Romanian space were monitored, to outline the ways in which they have adapted to the new realities. The process resembles a visit to the hall of mirrors, in which the main character – the university – successively adopts different forms and consistencies, but there are also nuances of the musical chairs game, in which the university seems like it might not find its place. The conclusions target the main progress made so far in integrating the new trends into the academic space.

Keywords: university, AI tools, knowledge transfer

AN IN-DEPTH REFLECTION ON THE ETHICAL USE OF AI IN THE HEALTHCARE SECTOR. A PARALLEL BETWEEN THE ALTUG SCENARIO PILLARS AND THE HIPROCATIC OATH

DANIELA-TATIANA AGHEORGHIESEI

Alexandru University of Iași
Iași, Romania
dtc@uaic.ro

ALEXANDRU ȚUGUI

Alexandru University of Iași
Iași, Romania
altug@uaic.ro

DRAGOȘ VIOREL SCRIPCARIU

Grigore T. Popa University of Medicine and Pharmacy
Iași, Romania
dragos-viorel.scripcariu@umflasi.ro



Abstract

The integration and extensive use of artificial intelligence in organizations, regardless of the activity sector, is becoming a decision-making routine.

PwC's Global Artificial Intelligence Study: Exploiting the AI Revolution (PwC, "Sizing the prize" 2017) reveals the beneficial role of AI technologies in increasing workforce productivity or the variety and attractiveness of products on the market, thus stimulating demand and economic growth.

In the healthcare sector, as the experts and practitioners confirm, AI is used in various forms, from technologies that enhance the accuracy of imaging diagnosis to machine learning for predicting patient treatment protocols, intelligent systems for automating administrative processes, or physical robots already used in surgery that are continually enhanced with new intelligence. PwC's Global study highlights that healthcare is among the sectors most impacted by AI, not just bringing disruption but also offering significant opportunities for improvement due to the new AI advances.

The rapid and unpredictable evolution of AI, its integration into organizational processes, and the potential of human resource replacement in specific jobs have raised ethical debates and concerns worldwide. However, at the global level, solid and proactive efforts are made to regulate the use of AI, identifying implementable models and solutions to minimize potential organizational or societal risks. In this light, The Altug Scenario for AI entity actions (Țugui, 2024) stand out as a recent, unique, and valuable approach to ethics rules, offering a perspective that can significantly guide ethical decision-making in adopting and using AI technologies.

Through an in-depth analysis, our article brings to attention a possible adaptation of The Altug Scenario in using AI in healthcare organizations, proposing a parallel of the pillars's scenario with the moral obligations for physicians included in the Hippocrates Oath.

Keywords: AI technologies in healthcare, ethics in using AI in healthcare, The Altug Scenario for AI entity actions, the Hippocrates Oath

EVALUATION OF HUMAN RESOURCES DEVELOPMENT SYSTEM IN PUBLIC ADMINISTRATION IN THE REPUBLIC OF MOLDOVA

IGOR MATVEICIUC

*Academy of Economic Studies of Moldova
Chisinau, Republic of Moldova
igormatveiciuc@mail.ru*

CHRISTIANA BRIGITTE SANDU

*Alexandru Ioan Cuza University of Iași,
Iași, Romania
christiana.balan@uaic.ro*

ALIC BÎRCĂ

*Academy of Economic Studies of Moldova
Chisinau, Republic of Moldova
alicbir@yahoo.com*

Abstract

As the knowledge-based economy has proven its advantages, human resource development has become a concern for most organizations, including public institutions. In turn, senior managers are aware of the importance and significance of professional knowledge and skills, which leads them to develop long-term organizational strategies for staff development, by including all employees in the professional training process, with the ultimate goal of increasing the value of human capital. The process of managing the



development of human resources in public institutions must be anchored in the new conditions of the development of societies that provide for more activities to be digitized. This implies a new set of skills that must be developed among the employees of public institutions, having the effect of de-bureaucratizing several activities. The opening of negotiations for the accession of the Republic of Moldova to the European Union is another circumstance that determines the employees of public institutions to prove professional knowledge and skills, associated with the new process, in order to deal with more professionalism and the impediments that will appear in this long-term endeavour. In this context, the development of human resources, through the systematic and continuous development of professional training programs among the officials of public institutions, becomes a necessity that cannot be transferred to later periods. Both the decision-makers of public institutions and their employees recognize the advantages and benefits of professional development. This research confirms that most employees of central and local public administrations participate in the professional training process, with the objective of increasing the level of professional performance or updating professional knowledge and skills. Also, the majority of public administration employees need to develop, on a continuous basis, a set of skills that will allow them to perform more efficiently the work tasks related to the position they occupy.

Keywords: human resources development, public administration, civil servant, professional training

EXPLORING THE OPEN DATA INDICATORS IN ORDER TO ASSESS THE STOCK OF SMART-WORKING EMPLOYEES IN ROMANIA – FIRST INVESTIGATIONS

ALEXANDRU RUSU

*Alexandru Ioan Cuza University of Iași
Iași, Romania
alexrusucuguat@yahoo.com*

OCTAVIAN GROZA

*Alexandru Ioan Cuza University of Iași
Iași, Romania
octavian.groza@uaic.ro*

Abstract

From the point of view of accessibility to the statistical data describing the structure of employment at local level, the Romanian institutions are qualified underperforming data providers, despite their exposure to good practices. Such is the case for the National Statistical Institute, a key player in making this kind of information available, but which preferred to abolish the transmission of any useful information since 2004. Basically, no researcher has access to free indicators regarding the employment structure at a level lower than NUTS3, even if there is a high demand for these local insights. To compensate this situation, different geo-marketing companies or academic projects managed to establish a frame of local structures of employment investigation. However, achieving the results of these attempts is costly or limited as territorial scope. In the same time, the Romanian Government implemented with a clear success an open-data platform of relevant indicators related to employment (<https://data.gov.ro/>), a platform that includes in raw format the information describing the employment structures at the scale of locality and even below (postal codes). Our research focused on the elaboration of a data extraction, data cleaning and map visualization protocol that enables the analysis of the Romanian companies' financial results from a territorial perspective. We geo-localized more than 800 000 companies by postal code and we mapped their key financial information (turnover, employees, profit, debts) in two territorial contexts – local administrative units and postal codes. The basic spatial analysis tools and filters applied to the set allowed us to establish trends of concentration for the smart-working employees, using the NACE classification and the companies' location.

Keywords: smart-working, employment, NUTS3



THE CHALLENGES OF UNIVERSITIES INVOLVEMENT IN SUSTAINABLE DEVELOPMENT PARTNERSHIPS AND COLLABORATIONS

MIHAI TALMACIU

Alexandru Ioan Cuza University of Iași
Iași, Romania
mtalm@uaic.ro

IRINA TEODORA MANOLESCU

Alexandru Ioan Cuza University of Iași
Iași, Romania
iciorasc@uaic.ro

Abstract

The development models that focus on forming extensive partnerships and collaborations among various structural entities are an applied reality in specific socio-economic contexts. Collaborative networks benefit from the complementary skills and strengths of the organizations involved, but they also encounter the challenges and redundancies inherent in joint actions. This paper demonstrates the application of this model in the development of universities, supported internally through organizational policies, nationally through specific legislation and regulations, and through European Union funding programs. Methodologically, the approach is integrated, involving comprehensive documentation at both strategic and operational levels, as well as an analysis of the perceptions of the stakeholders involved in university development and the perspectives of their beneficiaries. The findings highlight the benefits of multistakeholder approaches, along with certain dysfunctional aspects of these partnerships. The conclusions offer possible recommendations for addressing the identified negative aspects: lack of strategic direction, inadequate documentation of administrative capacity, insufficient resource allocation, and limited involvement of some groups due to the early stage of the multistakeholder model's development in the university environment. Managerial implications may include addressing specific power structures, supporting the interests of disadvantaged groups, and enhancing perceptions of transparency.

Keywords: university, partnership, network, sustainability

A BIBLIOMETRIC ANALYSIS OF PUBLICATION ON EXPERIENTIAL LEARNING IN BUSINESS MANAGEMENT FIELD

SILVIU MIHAIL TIȚĂ

Alexandru Ioan Cuza University from Iași, Faculty of Economics and Business Administration
Iași, Romania
silviu.tita@uaic.ro

CARMEN TIȚĂ

Gheorghe Asachi Technical Univesity, Faculty of Design and Business Administration
Iași, Romania
carmen.tita@academic.tulași.ro

Abstract

The research is related to identifying strategies for developing new methods for working with students using experiential learning. We try to discover if this type of learning by using role playing,



gamification, simulation games generated in the mind of people who want to develop skills more interest rather than classical teaching methods. Another objective is to search and identify other experiential learning methods or models applied in the education process. The methodological approach is based on used of the bibliometric software R-Stata bibliometrix, Science Mapping Workflow and the results on authors search about experiential learning in the international databased SCOPUS and we select articles in the field of business management and accounting.

Keywords: bibliometric analysis, business, management, skills, bibliometrix

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ALTUG SCENARIO FOR AI ENTITIES IN HUMAN SOCIETY

ALEXANDRU TUGUI

Alexandru Ioan Cuza University of Iași

Iași, Romania

alexandru.tugui@uaic.ro

Abstract

The main objective of this study is to present and popularize the Altug scenario, a comprehensive model for societal interactions with AI entities. By emphasizing the integration of ethics into the development and application of AI algorithms, this scenario ensures that technological advances align with societal values and ethical standards, thereby benefiting society at large. By highlighting the seven fundamental pillars and seven directions of action of the Altug scenario, we aim to promote a broader understanding and discussion within the AI community of the ethical implications of AI technologies, thereby fostering a more responsible and beneficial use of AI. The study uses the oriented self-literature review (o.SLR) methodology, focusing on extensive analysis and synthesis of existing literature relevant to the Altug scenario. The Altug Scenario is based on seven fundamental pillars that comprehensively address the ethical integration of AI into human society. These pillars include societal codes, training and coaching, goal orientation, punitive actions for non-compliance, orientation to the common good, individual compassion, and building a legacy for future generations. They support seven specific lines of action for AI entities:

- Establishing Behavioral Meta-Rules (BMRAI).
- Integrating them into the digital DNA of AI (dDNAI).
- Using a consensus algorithm based on self-esteem in a blockchain framework.
- Creating AI best practice training schools.
- Maximizing self-esteem metrics.
- Authorizing algorithms based on societal impact.
- Managing the exit of AI entities while preserving valuable experiences.

Through these structured components, the Altug scenario provides a robust and comprehensive framework for ensuring the ethical integration of AI into human society, instilling confidence in its effectiveness.

The Altug scenario stands out for its innovative and holistic approach to addressing the ethical and societal challenges posed by AI technologies. Unlike existing models, Altug's scenario provides a detailed and actionable roadmap for integrating ethical considerations into AI development, from conception to implementation. This study highlights the unique contributions of the Altug scenario and serves as a call to action for researchers, policymakers, and practitioners to engage and adopt these principles in their work. By popularizing this scenario, we aim to foster a collaborative and inclusive environment for AI's ethical and socially responsible development, where all stakeholders are actively involved and their voices are heard. We urge you to join us in this endeavor and contribute to the ethical advancement of AI.

Keywords: AI Entity, Algorithm-Based Society, Ethic Limit, Altug Scenario, Algorithms



TRACK 5: ARTIFICIAL INTELLIGENCE IN THE EU ADMINISTRATIVE AREA

Room B504 (B building) and on-line Microsoft Teams ([link](#))

Chair:

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

CHALLENGES AND DYNAMICS OF THE AI ECONOMY IN THE EU ADMINISTRATIVE AREA

PAULA COBZARU

*Alexandru Ioan Cuza University of Iași
Iași, Romania
cobzaru.paula@feaa.uaic.ro*

ALEXANDRU TUGUI

*Alexandru Ioan Cuza University of Iași
Iași, Romania
altug@uaic.ro*

Abstract

The AI economy is a dynamic component of the digital ecosystem, contributing to social advancement while varying across different regions. We aim to discover the challenges and dynamics of the AI economy models within the EU, comparing them to the other global regions, along with the current state of the theoretical debates and regulations, to deepen and transfer knowledge and policies among the parties.

Exploring a mixed-methods approach, the research combines a quantitative systematic review with content analysis of academic publications. We analyzed 12 papers from the Scopus database, published between 2019 and 2024, using the keywords "AI economy."

Our findings indicate that in the EU, ethical considerations and regulatory frameworks take precedence over rapid technological innovation. The EU prioritizes sustainable business models over short-term productivity gains, in contrast to the market-driven approach. Strong social policies to support labor force displacement are preferred over a market-driven approach.

The study emphasizes that proactive ethical guidelines and reskilling initiatives are critical to mitigating the adverse effects of automation to balance innovation, business productivity, and societal well-being, addressing both job displacement and the long-term social capabilities of the AI economy.

Keywords: AI economy, European Union, AI business model, AI labor market, automation

MIXED REALITIES ON UNIVERSITY CAMPUS

GEORGE-GABRIEL CONSTANTINESCU

*Alexandru Ioan Cuza University of Iași
Iași, Romania
george.constantinescu@info.uaic.ro*

ADRIAN IFTENE

*Alexandru Ioan Cuza University of Iași
Iași, Romania
adiftene@gmail.com*



Abstract

Virtual Reality today holds a promising future and a significant impact on people's lives, being used in various domains such as medicine, gaming, education, and simulation training for skills like driving and flying. Initially, these technologies were primarily used for entertainment. However, the crucial point of this new technology in this paper is its potential to simulate different environments from scratch. For instance, we can recreate our Faculty of Computer Science in Iași, allowing students to study various subjects together through interactive actions and visual representations. They can meet with colleagues using different avatars and discuss various topics, essentially providing a virtual campus where students can interact as effectively as in real-life scenarios. The main purpose of this project is to replicate most of the activities a student can do at the faculty. The main focus is to deliver the best user experience for students, helping them learn more efficiently and effectively. The solution aims to provide a better environment for study and serve as an easy-to-use tool for students who cannot attend the faculty in special cases, for example during the COVID-19 pandemic which happened in the past. This project is inspired by the need to enhance the educational experience through immersive and interactive technologies, ensuring that students can engage fully with their studies regardless of physical constraints.

Keywords: mixed realities, universities, technologies

EXPERIMENTING WITH CHEMICAL REACTIONS IN VIRTUAL REALITY

ALINA DUCA

Alexandru Ioan Cuza University of Iași
Iași, Romania
alina.duca@info.uaic.ro

ADRIAN IFTENE

Alexandru Ioan Cuza University of Iași
Iași, Romania
adiftene@gmail.com

Abstract

The central question that guided the development of this application is: How can I make learning chemistry an engaging experience for students?. Thus, the development process of this application was guided by creating an interactive and educational experience that would stimulate curiosity and facilitate understanding of the complexity of chemistry. This application provides a perfect visual interface and framework for conducting chemical experiments in a safe, protected, isolated, and harmless way for both the environment and the experimenters furthermore allows experiments to be carried out anywhere without being restricted by working in a laboratory, with specific equipment. We also chose an E-Learning theme because we desired to provide an interactive, enjoyable, and easy-to-use way to facilitate the learning of this vast and fascinating field, this application particularly stands out because the concepts learned can be repeated by the user for fixation and reinforcement, that users can get used to the experiments before they are faced with the need to perform them themselves, that in the first phase, users will be guided step by step to learn the stages of carrying out a reaction, or they will be able to receive answers to any concerns or curiosities.

Keywords: chemistry, virtual reality, students, visual interface



AI METHODS FOR HUMAN CHESS LEARNING

CĂLIN GHEORGHIU

Alexandru Ioan Cuza University of Iași
Iași, Romania

calin.gheorghiu97@gmail.com

ADRIAN IFTENE

Alexandru Ioan Cuza University of Iași
Iași, Romania

adiftene@info.uaic.ro

Abstract

Chess holds a profound significance in both human history and education. With roots dating back over a thousand years, this timeless game has transcended cultures and epochs, serving as a powerful symbol of strategic thinking and intellectual prowess. Throughout history, it has been played by royalty and commoners alike, transcending social barriers and fostering a sense of equality through its meritocratic nature. Beyond its cultural importance, chess is an invaluable educational tool. It teaches critical thinking, problem-solving, and patience, instilling in players the ability to anticipate consequences and plan several moves. Chess also encourages concentration and discipline, nurturing mental skills that can be applied in various facets of life. It promotes sportsmanship and resilience, as every game teaches the importance of learning from losses and celebrating victories with grace. In essence, chess is not merely a game; it is a testament to the enduring power of human intellect and a vital asset in the realm of education. We plan to create a database for training. Once we have the dataset we can train a model and test its performance to the current chess engines. During this phase we can refine the model, and if the performance is not as expected we can improve the training dataset until we reach a pleasant result. Meantime, we can work on a simple web application that will be available for human users to test the method, after the model is refined. Most likely we will go through different solutions (neural networks, min-max algorithms, tree search) and compare the results.

Keywords: chess learning, mental skills, neural networks, min-max algorithms

PEDAGOGY PRIME WEB APPLICATION - AN ONLINE TOOL FOR THE ANALYSIS OF ACADEMIC CURRICULAR MATERIALS IN THE CONTEXT OF THE TPACK COMPETENCY MODEL

ADRIAN ISTRIMSCHI

Alexandru Ioan Cuza University of Iași
Iași, Romania

adrian.istrimschi@uaic.ro

ADRIAN IFTENE

Alexandru Ioan Cuza University of Iași
Iași, Romania

adiftene@gmail.com

Abstract

The 2020-2021 COVID-19 pandemic has spawned new ways for teachers and students to interact. These new ways of interaction between the participants in the didactic act accelerated the identification of ways to use technology in the didactic activities. New skills had to be assimilated by the teaching staff to



be able to carry out teaching activities. These new skills were introduced by education science specialists in a new model of skills necessary for the teacher to deliver a quality didactic act: TPACK (technological, pedagogical, and content knowledge). The Pedagogy Prime web application is a powerful tool for educators, primarily focused on facilitating Percentage Coverage Analysis to ensure comprehensive course coverage aligns with discipline requirements. Beyond this core functionality, features such as Upload Discipline File Rules establish standardized guidelines for systematic file management. Display of Course Materials enhances transparency for both teachers and students, offering easy access to course materials. User Accounts for Professors and Students create a user-friendly environment, tailoring functionalities to the unique needs of each group. Additionally, Communication Channels for Students to Ask Questions About Courses foster real-time interaction, providing in-app messaging and course-specific channels. While our primary goal is to assist teachers in assessing course coverage, these complementary features collectively contribute to an organized, efficient, and collaborative educational experience. We remain dedicated to supporting educators in navigating course management complexities and ensuring a comprehensive and streamlined teaching process.

Keywords: TPACK, pedagogy, teaching process, skills

APPLICATION OF ARTIFICIAL INTELLIGENCE AND TEXT ANALYSIS IN SUPPORT OF REDUCING ADMINISTRATIVE BURDEN

STANIMIR KABAIVANOV

*Plovdiv University "Paisii Hilendarski"
Plovdiv, Bulgaria*

VENETA MARKOVSKA

*University of Food Technologies
Plovdiv, Bulgaria*

Abstract

Reducing the administrative burden and speeding up decision making is crucial in keeping business competitiveness. At the same time, the abundance of topics that should be regulated required introduction of new rules, regulations and comments on existing documents. We analyze the application of artificial intelligence in analyzing regulatory texts and supporting context-aware question answering and classification of administrative requests. We experiment with variations of BERT models to study EU documents and regulations, where sentiment analysis of text inputs is used to analyze feedback on administrative services and optimize administrative processes.

Keywords: artificial intelligence; burden; BERT; administrative.



A QUALITATIVE ANALYSIS OF THE RELATIONSHIP BETWEEN MATHEMATICAL THINKING AND COMPUTATIONAL THINKING FROM THE PERSPECTIVES OF SOFTWARE ENGINEERING LECTURERS AND STUDENTS

ELENA KRAMER

Alexandru Ioan Cuza University of Iași
Iași, Romania
elenak@braude.ac.il

Abstract

In education, computational thinking—which is characterized as a style of thinking applicable to various professions needing problem-solving abilities—has grown in popularity. Future specialists must be prepared for the sophisticated thinking skills required to solve social and business challenges, necessitating a combination of mathematical thinking and computational thinking.

The correlation between mathematics and computer science is obvious. Moreover, there is a correlation between ability in specific mathematical and computational fields; the question is which precise fields are correlated?

To derive a more precise hypothesis about the relationship among abilities in specific mathematical and computational fields, we adopted a novel approach – examining the relationship among local metalanguages of various fields in mathematics and computer science. The hypothesis of this research posits that if any mathematical and computational fields have similar metalanguages, then a correlation exists between ability in these fields.

For this research stage data mining techniques were employed for text comparison. As a result, we identified clusters of similar fields in mathematics and computer science, based on similarity between metalanguages. Upon formulating the hypothesis, we verify it using both quantitative and qualitative research involving students' participation. This paper presents the results of qualitative content analysis of interviews with software engineering lecturers and students.

Keywords: mathematical thinking, computational thinking, data mining

MIXED REALITIES TOOLS USED IN BIOMEDICAL EDUCATION AND TRAINING

ELENA OPAIȚ

Alexandru Ioan Cuza University of Iași
Iași, Romania
elena.opait@info.uaic.ro

ADRIAN IFTENE

Alexandru Ioan Cuza University of Iași
Iași, Romania
adiftene@gmail.com

Abstract

In response to the evolving needs of modern medical education, this research addresses a specific request from the Faculty of Bioengineering at the University of Medicine in Iași. The study delves into the creation of an innovative Virtual Reality (VR) platform tailored to augment medical training, focusing on the intricate handling of medical objects. The project not only immerses students in lifelike medical scenarios but also incorporates an advanced grading system to evaluate their proficiency and monitor learning progress. Initiated by the Faculty of Bioengineering, this project endeavors to bridge the gap between traditional medical training and the transformative capabilities of virtual reality. The VR



platform aims to provide students with an immersive learning experience, allowing them to interact with medical instruments and objects in a simulated environment. By incorporating haptic feedback and realistic physics simulations, the platform offers a dynamic and risk-free space for honing essential skills. The developed application includes a sophisticated grading system. This system goes beyond conventional assessments, evaluating students' interactions within the virtual environment with precision. Task accuracy, technique finesse, and efficiency are considered in the grading process, offering a nuanced and comprehensive evaluation of students' capabilities. Moreover, the application features a robust progress-tracking component, enabling educators at the Faculty of Bioengineering to monitor individual advancements over time. By analyzing historical data and performance metrics, instructors can gain valuable insights into students' learning trajectories, identifying strengths and areas for improvement. This personalized approach enhances the adaptability of medical education. This collaborative initiative between the research team and the Faculty of Bioengineering at the University of Medicine in Iași signifies a commitment to advancing medical education through technology. The resulting VR platform not only enriches the learning experience but also aligns with the faculty's vision for progressive and impactful educational methodologies.

Keywords: biomedical, mixed realities, education, medical education

DECIPHERING OLD ROMANIAN MANUSCRIPTS: AN INTERDISCIPLINARY APPROACH USING DEEP LEARNING AND NATURAL LANGUAGE PROCESSING

FELIX PERICICĂ

Alexandru Ioan Cuza University of Iași
Iași, Romania
pericicafelixcristian@gmail.com

ADRIAN IFTENE

Alexandru Ioan Cuza University of Iași
Iași, Romania
adiftene@gmail.com

Abstract

The preservation and interpretation of cultural heritage, particularly old manuscripts, serve as an invaluable link to our past, much like health serves as the cornerstone for individual well-being. In the realm of deciphering old Romanian manuscripts, this task is particularly challenging due to historical transitions in script and language, even if we talk about morphological or syntactic issues, or transposing the Cyrillic period of writing. It's here that computer science, especially techniques from deep learning and natural language processing, can make significant contributions. The interdisciplinary collaboration between linguists, historians, and computer scientists not only brings these ancient texts back to life but also poses intriguing computational challenges. For instance, developing algorithms to understand the semantic intricacies of the old Romanian language can be as technically fascinating as it is culturally enriching. Such work transcends academic boundaries, offering a glimpse into Romania's rich history while advancing the field of computational linguistics. This research initiative aims to construct a technology capable of automatically transcribing Romanian documents written in the Cyrillic script into their Latin script equivalents. Such a technology would significantly facilitate future studies in linguistics and philology related to the Romanian language. Our endeavor not only serves the academic community interested in Romanian history and language but also pushes the frontier of computational linguistics, offering new challenges and avenues for innovation.

Keywords: manuscripts, natural learning processing, computational linguistics



SPEECH RECOGNITION SYSTEM FOR THE ROMANIAN LANGUAGE USING DEEP LEARNING

COSMIN TÎRPESCU

Alexandru Ioan Cuza University of Iași
Iași, Romania
cosmin.tirpescu@gmail.com

ADRIAN IFTENE

Alexandru Ioan Cuza University of Iași
Iași, Romania
adiftene@gmail.com

Abstract

One of the main qualities of the human brain is auditory perception by detecting a spectrum of waves and interpreting them according to context. Whether we are listening to a piece of music or having a conversation, the brain knows how to classify all these waves and interpret them. In this paper, we propose a research topic consisting of the development of a series of models resulting from multiple experiments in simulating the brain's ability to interpret the spoken Romanian language into text. An advantage of the Romanian language is that in most cases it is a phonetic language, it is written as it is heard, which reduces the complexity of the phonemes (e.g.: as opposed to the English language where the letter "a" can be spelled in different forms depending on the word: again [ə'gɛn] and cat ['kæt]). The interpretation of regional dialects, and words borrowed from another language, but also the quality of the sound (background noise, isolation of the transmitter, voice variation) can be challenging. This proposal tries to solve these challenges and to break them into sub-problems, some of which can be solved by developing problem-specific augmentation techniques (artificial background noise, voice variation) but also developing models that can solve the identification of the emitter so that we can isolate it. Some advantages of a speech-to-text system would be increasing productivity in the medical or legal sectors, it can also be a useful tool for those who face problems with speech or sight.

Keywords: voice variation, artificial background noise, speech recognition



TRACK 6: ACCOUNTING IN THE EU ADMINISTRATIVE AREA

Room B525 (B building) and on-line Microsoft Teams ([link](#))

Chair:

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

HOW INTERNATIONAL IS INTERNATIONAL ACCOUNTING? EVIDENCE FROM ROMANIA, AS AN EU MEMBER

COSTEL ISTRATE

Alexandru Ioan Cuza University of Iași

Iași, Romania

istrate@uaic.ro

Abstract

The history of international accounting standardization goes back more than half a century and is embodied - today - in a set of international financial reporting standards (IFRS) produced by a private body. Fortunately, USA has not yet abandoned its own standards, but has agreed to engage in a process of convergence with international standards. This paper aims to make a brief analysis of how IFRS is applied in Romania, in the context of the mandatory application of IFRS in the European Union (since 2005), for some categories of entities. We also aim to identify the way in which the Romanian accounting regulation for unlisted companies is influenced by IFRS. The results we report are quite revealing regarding the difference between a certain perception - especially in the media and research papers - and the reality of business in Romania. Thus, discussions about IFRS and their application are disproportionately visible, probably due to the fact that many research papers use IFRS data and because the firms that apply them are much more followed by the public than the others. However, the vast majority of Romanian companies are not considering any kind of alignment to IFRS, as data compliant with Romanian rules are sufficient for them and their main partners. In this context, it is useful to identify the IFRS influences in the content of the national accounting rules and to make judgements on how these influences affect the financial indicators of the companies involved. Here again, we find some non-conformities - even if the rule takes over and promotes specific IFRS elements, the same rule creates the premises for non-compliance with some of these general rules. These small inconsistencies prove once again that Romania belongs to the group of countries where enforcement quality is not at the highest level.

Keywords: accounting standardization, international reporting standards, EU reporting rules, Romanian Accounting Standards, (non)convergence

EFFECTIVE TAX RATE AS A PROXY FOR THE ACCOUNTING – TAXATION (DIS) CONNECTION

COSTEL ISTRATE

Alexandru Ioan Cuza University of Iași

Iași, Romania

istrate@uaic.ro

Abstract

Most empirical studies on Romanian companies analyse populations or samples of companies listed on the Bucharest Stock Exchange (BSE), either on the regulated market or on the alternative AeRo



market. Studies of this profile that deal with the relationship between accounting and taxation in Romania (taking into account the corporate income tax) usually find a de jure disconnection of the two sets of standards, while the de facto situation is much more nuanced. In this article we aim to analyse accounting data provided by unlisted companies and available on a portal of the Ministry of Public Finance (<https://data.gov.ro/>). These companies apply Romanian accounting standards (RAS). We calculated the effective tax rate (ETR) as the ratio of current income tax expense to profit before tax (fortunately, there are no deferred taxes in national accounting rules) and used this indicator (following models already found in the literature) as a proxy for measuring the distance between accounting and taxation. The main results show that, if we use the average ETR, it seems that Romanian firms almost overlap their accounting on taxation, with ETR being very close to the statutory rate (STR). However, intuitively, this result does not seem to characterize the Romanian economic environment very well, so we used the ETR - STR differential. The latter indicator shows a completely different situation, with significant differences between ETR and STR, which confirms, to a certain extent, that, at a de facto level, the trend is towards a de jure disconnection.

Keywords: accounting – taxation relationship, effective tax rate, de jure and de facto disconnection, private companies vs listed companies

STRATEGIC PERFORMANCE MANAGEMENT: BRIDGING TRADITIONAL AND CREATIVE ACCOUNTING METHODS

EUGENIA BOGOS (CALANCEA)

State University of Moldova

Republic of Moldova

calancea.eugenia@gmail.com

Abstract

In today's dynamic business landscape, traditional accounting methods are proving insufficient in providing a comprehensive view of organizational performance. This article explores the concept of Strategic Performance Management as a means to bridge the gap between conventional accounting practices and the demands of modern business environments. By integrating traditional financial metrics with creative accounting methods, organizations can gain a more holistic understanding of their performance and drive strategic decision-making.

The article delves into the benefits and challenges of adopting Strategic Performance Management, offering insights into how companies can effectively leverage both traditional and creative accounting approaches. Through case studies and theoretical frameworks, it examines how the integration of these methods can help organizations gain a more comprehensive understanding of their performance, make informed strategic decisions to achieve sustainable success, and adapt to the evolving needs of modern business environments.

Strategic Performance Management is enabling organizations to move beyond the limitations of conventional accounting practices. By incorporating creative accounting techniques, such as non-financial metrics and forward-looking indicators, companies can develop a more holistic view of their performance and align their strategies with the demands of today's competitive markets.

The article presents a compelling case for the adoption of Strategic Performance Management as a means to bridge the gap between traditional and creative accounting methods. By embracing this integrated approach, organizations can unlock new opportunities for growth, innovation, and long-term success in the continuously changing business landscape.

Keywords: strategic performance, accounting, business, creative accounting,



INNOVATIVE FINANCIAL ANALYSIS IN THE CONTEXT OF MODERN ACCOUNTING PRACTICES

EUGENIA BOGOS (CALANCEA)

*State University of Moldova
Republic of Moldova*

calancea.eugenia@gmail.com

Abstract

In the constantly evolving field of accounting, innovative financial analysis has become crucial for accurate performance management and strategic decision-making. The advent of modern accounting practices has significantly transformed the way financial data is recorded, analyzed, and reported. This transformation is fueled by the integration of advanced technologies such as artificial intelligence, cloud computing, machine learning, and blockchain. These innovations have enabled real-time data access, automated repetitive tasks, and enhanced the accuracy and timeliness of financial reports. The interactivity and customizability of financial statements have also improved, allowing for more detailed and nuanced insights into a company's financial position. Furthermore, the incorporation of big data analytics has unveiled valuable insights that were previously hidden, enabling informed strategic decisions. This article highlights the role of technology in modern accounting practices, emphasizing the importance of automation, data-driven methods, and advanced analytics in enhancing financial analysis and decision-making.

This article explores the integration of modern accounting practices with advanced financial analysis techniques to enhance organizational performance. The study also investigates the implications of these practices on transparency, accuracy, and efficiency in financial reporting. Through a combination of theoretical insights and practical case studies, this paper provides a comprehensive overview of how innovative financial analysis can be effectively utilized within the framework of modern accounting. The findings suggest that adopting advanced methods not only improves financial accuracy but also contributes to more informed strategic planning and performance management. The results of the research are intended to serve as a valuable resource for accountants, financial analysts, and management professionals seeking to optimize their financial analysis practices in the context of modern accounting.

Keywords: modern accounting practices, decision-making, technology

THE IMPACT OF FINANCIAL FRAUD IN THE CURRENT CONTEXT. A LITERATURE REVIEW

GEORGIANA BURLACU

*Doctoral School of Economics and Business Administration, Alexandru Ioan Cuza University of Iași
Iași, Romania*

burlacu.georgiana@feaa.uaic.ro

IOAN-BOGDAN ROBU

*Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iași
Iași, Romania*

bogdan.robust@feaa.uaic.ro

Abstract

Financial fraud has always been a serious problem because of the consequences and losses it causes. Although many researchers, analysts and competent bodies have tried to identify the factors that cause



it and to propose a series of methods to prevent it, fraud continues to be committed in today's society. Today, as a result of events (crises, wars, pandemics) that have significantly affected the national and international economic environment, it is necessary to have a detailed knowledge of the impact of these events on the commission of financial fraud. This study has proposed an exploratory analysis of financial fraud and its influence in the current economy. A bibliometric analysis has been used to carry out this study, in order to easily identify the most important aspects related to financial fraud. The period analysed was 2019-2023. The results obtained highlight a significant impact of fraud on the economic environment, as it continues to be a topic that receives increasing attention due to the walls it creates.

Keywords: financial fraud, economic environment, factors, bibliometric analysis

INCOME-RELATED INEQUALITIES IN THE USE OF HEALTHCARE SERVICES IN EUROPE

DĂNUȚ-VASILE JEMNA

*Alexandru Ioan Cuza University of Iași, Faculty of Economics and Business Administration
Iași, Romania*
danut.jemna@uaic.ro

MIHAELA DAVID

*Alexandru Ioan Cuza University of Iași, Faculty of Economics and Business Administration
Iași, Romania*
mihaela.david@uaic.ro

Abstract

It is well known that income-related inequalities in the use of healthcare services continue to persist in many European countries. There is abundant evidence that in many countries the probability of using different healthcare services is not identically distributed across income groups after correcting for differences in the need for such care at different income levels. But there are also important differences between countries in the degree to which this occurs. The aim of this study is to describe the magnitude of income inequities in the use of healthcare services in the EU countries. Data derived from the third wave of the European Health Interview Survey (EHIS) conducted in 2019 for all 27 EU Member States. The reference population is represented by persons aged 15 years and over living in private households in each EU country at the time of data collection.

Keywords: healthcare services, income-related inequalities, EHIS 2019

UNPACKING INTELLECTUAL CAPITAL: ITS ROLE IN SHAPING PATENTS AND PUBLICATIONS IN ROMANIAN RESEARCH INSTITUTES

MARIA CARMEN HUIAN

*Alexandru Ioan Cuza University of Iași
Iași, Romania*
maria.huian@uaic.ro

MIHAELA CUREA

*Alexandru Ioan Cuza University of Iași
Iași, Romania*
mihaela.curea@feaa.uaic.ro



MARILENA MIRONIUC

Alexandru Ioan Cuza University of Iași

Iași, Romania

marilena@uaic.ro

Abstract

The influence of intellectual capital (IC) on the innovation outputs of research institutes, particularly in emerging economies, is a crucial yet underexplored area. This study examines how IC components affect the patenting and publishing performances of Romanian public research institutions (PRIs), which serve as key players in the national research, development, and innovation landscape. Understanding these relationships is vital for improving research productivity and fostering economic development. The aim of this study is to assess the impact of IC components - human capital, structural capital, and relational capital - on two primary indicators of innovation output: the number of granted patents and ISI-indexed publications. Using a dataset spanning from 2012 to 2022, the study employs a quantitative approach to analyse the contributions of IC components to the innovation outputs produced by Romanian PRIs. The results reveal a pronounced orientation towards publication over patenting among Romanian PRIs. This publication-focus highlights a significant aspect of the IC framework: approximately half of the IC components significantly influence the number of granted patents, partially supporting our empirical expectations. Structural capital, particularly research infrastructure, shows a strong positive impact on patenting activity, whereas human capital primarily drives publishing performance. These findings highlight the necessity for strategic adjustments within Romanian PRIs to enhance their patenting capabilities. Recommendations include increasing financial incentives and training opportunities for researchers, fostering stronger collaborations with industry, and continuously improving research infrastructure. These measures could shift the balance towards a more patent-oriented approach, thereby enhancing the commercial viability of research outcomes. The study contributes to the broader discourse on IC and innovation in emerging economies, offering practical insights for policymakers and institutional leaders.

Keywords: intellectual capital, innovation, public research institutes

ARTIFICIAL INTELLIGENCE AND ITS ROLE IN ENHANCING THE QUALITY OF FINANCIAL AUDIT ENGAGEMENTS – A BIBLIOMETRIC RESEARCH

ANDREEA MOCANU

Alexandru Ioan Cuza University of Iași

Iași, Romania

mocanu.andreea@feaa.uaic.ro

IOAN-BOGDAN ROBU

Alexandru Ioan Cuza University of Iași

Iași, Romania

bogdan.robust@feaa.uaic.ro

Abstract

Research problem – Nowadays, as emerging technologies such as artificial intelligence rapidly develop and increasingly permeate various aspects of daily life, understanding their effects becomes crucial. Accounting, a field that has evolved alongside technological progress, will inevitably integrate artificial intelligence into practice. This paper examines the complexities that artificial intelligence introduces into financial auditing.



ALEXANDRU IOAN CUZA
UNIVERSITY of IAȘI



FACULTY OF ECONOMICS
AND BUSINESS ADMINISTRATION



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the European Union



Research purpose – The present study aims to provide an analysis of the evolution of scientific publications on financial auditing and artificial intelligence over time.

Research methodology – This study employs quantitative analysis techniques applied in qualitative research to determine the frequency of keywords, analyze co-authorship, and describe research directions concerning financial auditing and artificial intelligence.

Preliminary results – Preliminary results indicate an increased interest among researchers in the field regarding the use of new technologies in financial auditing activities.

Keywords: artificial intelligence, financial audit, publications



WORKSHOP: “YOUNG PROFESSIONALS IN EUROPEAN ADMINISTRATIVE AREA”

Associate Professor, PhD. Elena CIGU
Associate Professor, PhD. Bogdan Florin FILIP

Room B613

ETHICAL CHALLENGES IN IMPROVING THE QUALITY OF MEDICAL SERVICES

DOINA - MONICA AGHEORGHIIESEI

Alexandru Ioan Cuza University of Iași
Iași, Romania

agheorghiesei.doina@feaa.uaic.ro

Abstract

Ethics management involves describing and analysing the current ethical situation, defining the desired situation and the measures to be taken to achieve it, in full accordance with other forms of management. The approach to ethics management in increasing the quality of medical services can involve both evaluating the consequences and usefulness of actions, as well as observing basic ethical principles and norms. This work includes the study of ethical dilemmas in medical decision-making, the identification and analysis of ethical risks associated with medical practices, the assessment of the impact of policies and regulations in medical ethics, and the development and promotion of high ethical standards in the medical field. The method used to study the management of ethics in hospitals is a qualitative research, using content analysis, secondary data (scientific articles). The results will be formulated in the form of conclusions regarding the phenomena and behaviour observed.

Keywords: ethical dilemmas, management of ethics, medical ethics, ethical principles

DEALING WITH THE BRAIN DRAIN BY HARNESSING SMART WORKING

SILVIA-MARIA CARP

Doctoral School of Economics and Business Administration, Alexandru Ioan Cuza University of Iași
Iași, Romania

silvia.carp@uaic.ro

ANA-MARIA BERCU

Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iași
Iași, Romania

bercu@uaic.ro

Abstract

The brain drain phenomenon has been observed mainly since the 1960s and involves migrating skilled, highly educated people from underdeveloped or developing areas to more developed ones (Glăvan, 2008). For developing countries, such a phenomenon represents a significant challenge that leads to a loss of highly skilled professionals that move to more developed regions as a result of this phenomenon. With this paper we seek to explore how technology can be utilized to create flexible,



attractive and attractive working environments, thereby mitigating brain drain or bringing back departed human resources by utilizing smart work strategies. In order to generate the results for this study, a qualitative methodology was applied, along with an extensive literature review that examined the relationship between smart work and brain drain. The main concepts were identified using qualitative data analysis software, namely VOSviewer and RStudio.

Keywords: brain drain, smart working, ICT, migration

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THE ESTABLISHMENT OF ASSOCIATIONS UNDER PUBLIC LAW. REGULATORY ASPECTS AND FINANCIAL EFFECTS FOR NGOS

IUSTIN-GHEORGHE JALABOI

*Doctoral School of Economics and Business Administration, Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iași
Iași, Romania
jalaboi.iustin@gmail.com*

MIHAELA TOFAN

*Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iași,
Iași, Romania
tofana@uaic.ro*

Abstract

The research explores the impact of regulations concerning the establishment of public legal associations on non-governmental organizations (NGOs). This endeavor aims to highlight the challenges that NGOs face within the context of these regulations, emphasizing the financial effects. The paper compares the regulatory framework for associations under public law in different systems of law and proposes methods to measure the financial impact of such regulatory scheme. The central hypothesis of this research posits that changes to the legal framework regarding the establishment of public legal associations have a significant impact on NGOs, influencing not only their establishment and management processes but also their capacity to implement projects and actions in line with their specific objectives. It is assumed that more restrictive or complex regulations may lead to a decrease in the number of newly established NGOs and a reduction in the capacity of existing NGOs to secure funding and operate efficiently. NGOs are entities capable of responding promptly and efficiently to the urgent needs of society, delivering valuable results at low costs and demonstrating expertise in various fields. Recently, public legal associations have benefited from more generous financial resources compared to NGOs, but a careful examination of the cost-benefit ratio can reveal concerns about the current funding trend and existing regulations.

Keywords: non-profit organization, public legal associations, society, cost-benefit analysis, adaptability

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IDENTIFYING DETERMINANTS OF EMPLOYEE TURNOVER THROUGH MACHINE LEARNING

ALEXANDRA DANIELA DAMIR

*Doctoral School of Economics and Business Administration,
Alexandru Ioan Cuza University of Iași
Iași, Romania
alexandradamir44@gmail.com*

Abstract

Understanding the determinants of employee turnover is essential for developing effective retention strategies and maintaining organizational stability. This study employs advanced machine learning techniques to uncover and analyze key factors driving employee turnover. We perform a comparative evaluation of three popular classification algorithms: Decision Trees, Random Forest, and Neural Networks. The study identifies critical determinants such as workplace satisfaction, number of projects, review scores, average monthly working hours, and tenure. Among the tested algorithms, Random Forest demonstrates superior predictive performance. The findings provide actionable insights into employee retention by highlighting critical churn predictors and validating the effectiveness of machine learning models in workforce analytics. This research contributes to the field by offering a robust, data-driven approach to understanding and mitigating employee turnover, thereby aiding in the formulation of targeted human resource strategies.

Keywords: employee, machine learning, algorithms

ITALY'S RELATIONSHIP WITH THE EURO

ANA-MARIA GIURGI

*Doctoral School of Economics and Business Administration,
Alexandru Ioan Cuza University of Iași
Iași, Romania
anny.giurgi@yahoo.com*

Abstract

The article endeavors to critically analyze the attitudes, opinions, and beliefs concerning the euro in Italy, with a focus on the influence of dominant media discourses and economic as well as political events on these perceptions. The eurozone serves as a notable illustration of monetary integration, affecting European and global economies through the elimination of monetary barriers, promotion of trade and financial interactions, and contribution to regional stability and prosperity. The adoption of the euro has influenced macroeconomic elements such as inflation and trade, molding how citizens view the common currency. Countries that opt for the euro must fulfill specific criteria to guarantee preparedness for the responsibilities of monetary union, which have an impact on aspects like inflation and economic convergence. Assessing citizens' perceptions of the euro holds significance for various reasons: economic matters have diverse effects on individuals based on factors like age, occupation, and socio-economic standing; an understanding of these perceptions enhances communication from government and central bank authorities; and bolstering public trust in the euro is crucial for its durability. Confidence in a currency is vital for its role as a medium of exchange and a unit of value, affecting its acceptance and stability. The study utilizes a content analysis approach employing techniques such as TF-IDF for assessing term frequency and sentiment analysis utilizing lexicons like Bing to detect positive and negative associations in the text. The findings exhibit differing levels of acceptance and perception of the euro among various eurozone nations, with Italy displaying less favorable perspectives. The analysis also underscores the influence of economic and political occurrences on public sentiment and



pinpoints factors that contribute to trust in the euro. In closing, the study seeks to unveil the factors behind favorable and unfavorable opinions of the euro, offering insights for more efficient monetary policies and communication tactics. Prospective research avenues encompass comparative evaluations across eurozone countries, exploration of the role of media narratives, and investigation into the link between financial literacy and attitudes toward the euro.

Keywords: euro, attitudes, monetary policies, communication tactics

AN ANALYSIS OF THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE TOLERANCE FOR UNCERTAINTY

SERGIU URSAN

*Alexandru Ioan Cuza University of Iași,
Faculty of Economics and Business Administration
Iași, Romania
sergiuuro@gmail.com*

Abstract

This research attempts to examine the academic literature in order to ascertain whether the way in which transformational leaders handle adversity affects their subordinates' ability to tolerate ambiguity. Transformational leadership is a highly successful leadership style for driving change, making it long-lasting, and lowering the fears of subordinate employees in environments where organizations are constantly changing and adapting. The tendency of employees to steer clear of unclear or uncertain situations, because they feel uncomfortable, is known as uncertainty avoidance. Workers who experience such emotions make an effort to abide by organizational laws, norms, and guidelines while also asking for assistance and direction from their superiors in order to stay out of dangerous circumstances. To conduct this specific research, precise definitions of the variables under investigation were gathered from the scholarly literature. We are pleased to report that there is a moderate association between TFL and employee uncertainty tolerance based on academic literature as well as our own research.

Keywords: transformational leadership, uncertainty tolerance, effective leadership, uncertainty avoidance

RETAIL RESPONSIBILITY: FOOD WASTE MANAGEMENT PRACTICES IN ROMANIA

MĂDĂLINA-IOANA PETREA IVANOV
*Alexandru Ioan Cuza University of Iași
Iași Romania
madalinapetrea@hotmail.com*

Abstract

Food waste represents a significant challenge for the food retail industry, with profound environmental, economic, and social implications. In Romania, as in many other countries, managing food waste is a critical issue for the retail sector, which must balance the goals of sustainability with operational efficiency and profitability. This article focuses on the food waste management practices of leading food retailers in Romania through a qualitative analysis of their sustainability reports. By examining the strategies and initiatives reported by these major retailers, the study aims to provide a better understanding of the current food waste management practices within the Romanian food retail sector. The analysis focuses on identifying the specific practices employed by these retailers to combat food waste, highlighting best practices and innovative approaches. Practices such as inventory



management, donation programs, waste tracking systems, and consumer education initiatives are explored to understand their roles in fighting food waste. Additionally, the study seeks to identify the challenges and gaps in the current food waste management strategies, offering insights into areas that require improvement. By identifying these gaps, the study aims to provide practical recommendations for enhancing the effectiveness of food waste management practices. Through the examination, the article aims to inform retailers, policymakers, and stakeholders about effective food waste management practices and inspire further advancements in sustainability. The findings are intended to contribute to the understanding of how food retailers in Romania are addressing food waste and to highlight the importance of a coordinated approach involving various stakeholders, including government agencies, non-profit organizations, and consumers. The goal is to support the transition towards a more sustainable and efficient food retail industry in Romania, reducing food waste and its associated impacts. By highlighting successful strategies and identifying areas for improvement, the study promotes the best practices and encourages innovation in food waste management. Moreover, this article underlines the critical role of food retailers in the fight against food waste and the potential for significant positive change through effective management practices.

Keywords: food waste, retail, management.