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BOOK OF ABSTRACTS

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SCDS-UDJG 2025
The 13th Edition,
GALATI, 12th-13th of June 2025

Universitatea “Dunărea de Jos”
din Galați

**“DUNĂREA DE JOS”
UNIVERSITY OF GALATI
DOCTORAL SCHOOL OF ECONOMIC SCIENCES**

**BOOK of ABSTRACTS
Scientific Conference
of Doctoral Schools**

SCDS-UDJG 2025

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GALAȚI, 12th-13th of June 2025

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SECTION 11

Economic Models and Strategies of Competitiveness

OP.11.1

The Impact of Fiscal Policies on the Evolution of Romania's Economy

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Abstract

This article aims to analyze the impact of fiscal policies on the evolution of Romania's economy, with a particular focus on budgetary sustainability, revenue collection efficiency, and the quality of public spending. The study investigates whether the fiscal measures implemented by the Romanian government are part of a coherent, longterm strategy designed to ensure macroeconomic stability and support sustainable economic growth. In this context, it evaluates the extent to which these policies comply with the Maastricht convergence criteria, especially those related to budget deficits and public debt. The article also examines the vulnerabilities of the current fiscal framework and proposes solutions to improve its effectiveness, drawing on international best practices and the specific realities of the Romanian economy. Finally, it offers recommendations for necessary fiscal reforms aimed at strengthening budgetary balance and stimulating both public and private investment.

Keywords: fiscal policies, Romanian economy, macroeconomic stability, budget deficit, public debt, Maastricht criteria, fiscal sustainability, economic growth.

OP.11.2

The National Bank of Romania's response to the post-pandemic crisis: strategies for inflation control and economic stabilization

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Abstract

This article analyzes the monetary policy measures implemented by the National Bank of Romania (NBR) in the aftermath of the COVID-19 pandemic. It explores how the central bank responded to inflationary pressures, supply chain disruptions, and global economic uncertainty. The study examines key instruments such as interest rate adjustments, liquidity management, and inflation targeting strategies, assessing their effectiveness in stabilizing the economy. The article also discusses the challenges faced by NBR in balancing economic recovery with price stability and draws conclusions about the sustainability of its post-pandemic monetary policy approach.

Keywords: monetary policy, post-pandemic recovery, inflation control, economic stabilization, interest rates, liquidity management, price stability, COVID-19 economic impact, monetary instruments.

OP.11.3

The Impact of University Academic Staff on the Romanian Community

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Abstract

This study explores the multifaceted impact of academic staff from Romanian universities on the community. Beyond their fundamental role in educating future professionals, university faculty act as pillars of social, economic, and cultural development at both the national and regional levels. Through innovative teaching activities and cutting-edge research, university professors directly contribute to raising the skill level of graduates, ensuring a qualified and adaptable workforce that meets the demands of the job market. Furthermore, their involvement in collaborative research projects with the private and public sectors stimulates innovation and knowledge transfer, having a catalytic effect on local and national economic development. Beyond the academic sphere, university teaching staff play an active role in community life through the expertise they offer in various fields, their participation in public debates, and their involvement in social and cultural projects. This engagement contributes to increasing civic awareness, promoting democratic values, and enriching the social capital of the community. The study argues that investing in the professional development of academic staff, supporting research, and encouraging collaboration with the socio-economic environment are essential for maximizing the positive impact of universities on the Romanian community, transforming them into genuine engines of societal progress.

Keywords: impact of academic staff, university environment, academic performance, public institution reputation.

OP.11.4

Artificial Intelligence in auditing

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Abstract

The transition to digitalization of the financial sector revealed new opportunities in order to integrate advanced technologies such as artificial intelligence (AI), in the audit field. We will analyze in this article how AI is transforming the auditor's role and which are the gains and implications for professionals. We will also analyze the future directions for implementation of co-piloted auditing in obtaining more efficient audit procedures.

Keywords: artificial intelligence, audit, financial sector, economy.

OP.11.5

Lessons learned from Covid pandemic in auditing

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Abstract

Due to COVID-19 pandemics` major disruptions across all areas, with devastating impact on financial sectors, audit processes caused different changes. This article analyzes the lessons applied and learned from the health crisis in audit practice, adaptation to remote work and use of technology. Also, we will see the implications for long term directions in audit practices in times of crisis.

Keywords: COVID-19 pandemic, audit, remote work, technology.

OP.11.6

Tuition & Enrollment Dynamics: A Linear Analysis at "Ovidius" University of Constanța **Cosmina-Gabriela Nițu (Figher)^{a*}, Mihaela Neculiță^a, Carmen Pulbere Ghelase^a**

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Abstract

This article investigates the linear relationship between the evolution of tuition revenues and the number of enrolled students at "Ovidius" University of Constanța, over a specific period. The primary objective of the study is to identify and quantify the degree of correlation and existing trends between these two key variables, which are essential for the financial sustainability and strategic planning of the higher education institution. The adopted methodology involves the use of linear regression as a statistical analysis tool, based on economic and administrative data extracted from the university's public financial reports and academic records. It is anticipated that the analysis will reveal either a direct positive correlation, indicating a dependence of revenues on student growth, or complex nuances influenced by tuition fluctuations, study programs, and socio-economic conditions. The results of this research are of particular importance for university management, offering valuable insights for decisions related to tuition policies, student recruitment strategies, and resource allocation. A thorough understanding of this dynamic will enable more predictable financial planning and proactive adaptation to the challenges of the educational market, contributing to the optimization of institutional performance in the long term.

Keywords: tuition fees, student enrollment, university management, university environment, academic performance, public institution reputation.

OP.11.7

The Macroeconomic Effects of Sustainability: A Case Study of Romania (2009–2024)

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Abstract

This study investigates the macroeconomic impact of sustainability in Romania by applying multiple linear regression models over the period 2009–2024. Two key sustainability indicators are examined: green energy usage and governance quality, measured through the Corruption Perceptions Index (CPI). The findings show a statistically significant positive relationship between governance and employment rate, while the effects on inflation and GDP are weaker or statistically insignificant. This paper offers an original contribution by integrating both environmental and institutional sustainability indicators into a unified macroeconomic framework tailored to the Romanian context. The results highlight the importance of institutional reform in

achieving sustainable economic growth.

Keywords: economic sustainability, Green energy, governance and corruption, multiple regression.

OP.11.8

The impact of public debt on Romania's economic stability during the period 2005-2024

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Abstract

Public debt represents an important concept in modern economics, directly influencing the financial stability of states and the well-being of citizens. It has become an essential tool, used for financing the budget deficit, implementing public policies, and stimulating economic growth. However, inadequate management generates major risks, such as fiscal indebtedness or reduced investor confidence. Under the influence of economic challenges, Romania has faced a series of factors in recent years, such as the Covid-19 pandemic, the war between Russia and Ukraine, the energy crisis, inflation, and election expenses. For these reasons, the country has suffered a significant impact on its public debt. Going through a period full of significant events in a country's economy, Romania's debt has increased year by year, trying to support economic instability. The analysis, investigation, and evaluation of the impact of public debt on Romania's economic stability are essential in identifying the country's well-being. By correlating economic events with the degree of digitalization, we will observe the extent to which Romania is able or unable to cope with unforeseen situations, as well as the management of debt compared to other countries.

Keywords: public debt, taxation, digitalization, stability.

OP.11.9

Technological innovation in the fight against money laundering in the European financial system

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Abstract

Money laundering is a major problem for the European Union's financial system, as well as for its citizens, because large sums of money are generated illegally. In the current context, the essential tool in preventing and combating illegal activities is technological innovation. At the EU level, the European Commission in 2021 approved legislative proposals to ensure the protection of citizens. The legislative package was approved in 2024 to extend EU regulations. The regulations are constantly adapted to align with the following risks: virtual currencies, global dimensions, and

the ingenuity of criminals in exporting obstacles from the system. Digital solutions, such as artificial intelligence and blockchain technologies, are integrated into anti-money laundering (AML) strategies. These technologies help financial institutions combat, prevent, and mitigate money laundering, adapting to the new challenges generated by technological and economic developments. The European Union fights against money laundering, but success depends on the ability of financial institutions and member states to integrate technological innovation into a legislative framework adapted to the challenges of a continuously transforming digital economy.

Keywords: money laundering, tax system, innovation, digitalization, illegal.

OP.11.10

Medical Tourism as a Tool for Regional Development in Romania: The Case of Thermal and Spa Resorts

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Abstract

This paper explores the potential of medical tourism to drive regional development in Romania, with a specific focus on the country's thermal resources. While Romania holds significant natural therapeutic resources, these remain underutilized due to infrastructural gaps, insufficient promotion, and weak integration into the national tourism strategy. The research investigates case studies of well-known spa destinations such as Băile Herculane, Sovata, and Băile Felix, assessing their current role and untapped potential in attracting both domestic and international health tourists. The paper also analyzes the socio-economic impact of spa-based medical tourism, highlighting its contribution to job creation, investment attraction, and service sector growth. Drawing on international examples as well, the study proposes strategic interventions to transform Romania's spa assets into engines of sustainable regional development.

Keywords: medical tourism, regional development, thermal resorts, spa tourism, Romania, sustainable tourism, health economy.

OP.11.11

Accounting Convergence in Europe and Romania: Opportunities and Challenges

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Abstract

The convergence of accounting standards across Europe and Romania stems from the broader objective of enhancing financial transparency and comparability in a globalized economy. The European Union has played a pioneering role in this process by adopting IAS/IFRS through Regulation 1606/2002. This regulation required all publicly listed companies within the EU to prepare consolidated financial statements using IFRS starting in 2005. The regulation also allowed member states to extend IFRS requirements to unlisted companies and individual financial statements. The benefits of adopting IFRS have been widely acknowledged. These include improved comparability of financial data, better-informed decision-making by investors, and increased trust in financial disclosures. IFRS has encouraged consistency in financial reporting practices, reduced national accounting anomalies, and enhanced the ability of companies to access capital markets both within and outside the EU. Additionally, the use of fair value and enhanced disclosure requirements have contributed to greater financial transparency. However, the implementation of IFRS has not been without challenges. National accounting systems often differed significantly from international standards, leading to transitional issues. The introduction of fair value accounting increased the volatility of financial statements and required more frequent professional judgments. Companies also faced technical and operational difficulties, such as adapting IT systems, training staff, and incurring significant implementation costs. Romania's convergence with international accounting standards began in the late 1990s as part of its EU accession process and its desire to attract foreign investment. The Ministry of Finance introduced reforms aligned with EU directives and IFRS, gradually extending their application to various sectors. Despite significant progress, challenges remain, including the need for more widespread use of professional judgment and adaptation of reporting infrastructure.

Keywords: accounting standards, convergence, IFRS, globalized economy.

OP.11.12**Strategies for the prevention and control of tax evasion**

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Abstract

Tax evasion remains a major challenge for Romania's fiscal system. Historically rooted in fragmented and inconsistent tax policies dating back to feudal times, the issue has persisted through various economic and political transitions. Despite several legislative reforms in the 20th century, enforcement weaknesses and systemic inefficiencies allowed evasion to thrive. In recent years, Romania has made considerable progress in aligning its tax framework with European Union standards. The introduction of VAT in 1993 and subsequent modernization efforts helped streamline tax collection. However, loopholes and manual reporting continued to limit effectiveness. A critical development in combating tax fraud has been the adoption of digital systems. As of 2024, Romania has launched three key digital platforms: e-Factura, a mandatory e-invoicing system for B2G and high-risk B2B transactions, allows real-time invoice validation through ANAF, reducing invoice fraud; e-TVA, still being phased in, aims to automate VAT reporting and reconciliation, minimizing human error; e-Transport, implemented in 2023, mandates real-time registration of the transport of high-risk goods, improving traceability and reducing undeclared trade. These tools have already begun to reduce Romania's VAT collection gap, which was previously among the largest in the EU—over 35% in recent years. The European Commission and national authorities estimate that over €3.5 billion is lost annually due to evasion, funds that could finance major infrastructure and public services. Despite improvements, challenges remain. Small businesses often struggle with digital compliance, and broader adoption requires support in the form of training and simplified procedures. Experts emphasize the need for further transparency, cross-border cooperation, and institutional strengthening. Romania's digital approach marks a turning point in its fight against tax evasion. While historical and structural challenges persist, the implementation of e-Factura, e-TVA, and e-Transport reflects a growing commitment to fiscal modernization, with promising implications for revenue collection and public trust.

Keywords: tax evasion, fiscal system, European Union standards, cross-border cooperation.

OP.11.13

Labor mobility as effect of migration

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Abstract

Migration directly contributes to labor mobility, providing new opportunities for individuals and influencing the dynamics of labor markets both at the national and international levels. Governments within the European Union, as well as those around the world, are developing policies to manage migration and maximize its economic benefits, while also protecting national human capital.

Keywords: migration, labor mobility, labor policy.

OP.11.14

Fiscal residency rules of migrants upon departure and arrival in Romania

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Abstract

The tax obligations of migrants upon arrival in or departure from Romania depend on several factors, such as their tax residency status, length of stay, the type of income earned, and the double taxation avoidance treaty concluded between Romania and the country of destination and/or origin.

Keywords: migrants, tax residency, double taxation avoidance.

OP.11.15

Romania inflation rate 2020-2024

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Abstract

This paper aims to highlight the factors that led to changes in inflation in Romania. The chosen period is 2020-2024. Inflation in Romania is a complex economic topic, with a history of fluctuation. Thus, in the 1990s, Romania experienced high inflation, more precisely 256% in 1993, and in 1997 it increased after the liberalization of the economy, with the elimination of subsidies. There are several theories that explain inflation, but the most important are those related to goods and services, production and monetary policy. Inflation in Romania has also been influenced by various factors, including the government's economic policies, global market fluctuations and issues specific to Romania. Inflation in Romania was a major problem in the past, but is currently decreasing, although it remains a matter of concern.

Keywords: inflation rate, economy, trend, monetary policy.

OP.11.16

Integrating Artificial Intelligence (AI) in financial field

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Abstract

The adoption of artificial intelligence (AI) in financial services has grown massively in recent years. According to the latest statistics, AI in Fintech is rapidly moving from experimental pilots to full-scale business transformation in banking, insurance, investment management and other financial sectors. This article explores key data that highlights the accelerating pace of AI integration and its increasing impact on finance. This paper aims to highlight the factors that led to a such great importance of AI in the future financial field development.

Keywords: artificial intelligence, financial sector, investment.

OP.11.17

The fiscal competitiveness of Romania as a future member of the Organization for Economic Cooperation and Development

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Abstract

The membership in the Organization for Economic Cooperation and Development requires compliance with fiscal policy standards in accordance with the best practices of its members. The Romanian fiscal

authorities have previously implemented a set of performance indicators with the aim of improving their own activity. The analysis of the evolution of these performance indicators must lead to the adaptation of fiscal policies and implicitly of the implemented fiscal mechanisms. The obligation assumed by Romania to implement measures that take into account the increase in fiscal competitiveness at the level of the member states represents, in fact, an approach to adapting and redesigning the system of performance indicators. The direct consequence of implementing a new system of performance indicators is the improvement of fiscal policies. The purpose of the paper is to address potential measures to adapt the system of performance indicators in the context of stimulating economic growth, taking into account the fact that Romania has a lower level of tax collection than the member states of the Organization for Economic Cooperation and Development. The scientific approach will be based on statistical data from specialized national and international institutions.

Keywords: efficiency, fiscal competitiveness, fiscal policy standards.

OP.11.18

Transfer costs in transnational companies

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Abstract

Transfer costs between companies within the same group of companies remain one of the fastest and most efficient ways to balance cash flows. From the point of view of the cost, we can say that it remains the cheapest financing from the perspective of the resources allocated for obtaining it, considering that accessing a bank loan is based on a complex analysis of the entire group, based on consolidated financial data, multiple exchanges of information with the bank, presentation of budgets and business plans, etc. However, intragroup financing has a series of limitations, especially from a fiscal perspective. In these conditions, their granting must take into account several aspects: the complete definition of the purpose, the identification of comparable transactions in the market carried out between independent parties for the validation of the market price and the verification of the half arm principle, the definition and compliance with the conditions of the loan (amount granted, the duration of the loan, the price, as well as other clauses including the penal ones.) According to OECD, financing within the group is a complex activity, being efficient for companies by using with maximum yield the existing treasury resources within a group.

Keywords: transfer cost, transnational company, standards, business plan.

OP.11.19

Sustainable tourism worldwide

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Abstract

This paper aims to explore the various facets of sustainable tourism, analyze its impacts, and identify strategies and policies that can promote more responsible and beneficial tourism for all parties involved. Sustainable tourism is a modern and responsible approach to tourism that seeks to minimize negative impacts on the environment and local communities, while maximizing economic and socio-cultural benefits. In a constantly changing world, where the human impact on the environment is becoming increasingly evident, the concept of sustainable tourism has gained particular importance. The aim of this paper is to provide a comprehensive perspective on sustainable tourism, highlighting both its importance and complexity. We chose this topic because tourism has a significant impact on the environment and society, and promoting sustainable practices in this area is essential for ensuring sustainable development.

Keywords: sustainable development, tourism, benefits, strategy

OP.11.20

The position of transnational corporations (TNCs) in the global economy

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Abstract

This paper examines the role of transnational corporations in enhancing economic competitiveness and fostering market leadership within dynamic sectors. The issue of transnational corporations is a widely debated topic in international economics. These economic entities, whose boundaries go beyond national borders, are the pillars of the international business environment. The economic expansion of the colonial era and the constant evolution of the commercial market have transformed transnational corporations from simple participants in barter between states into the main actors of today's world economy. The versatile character of transnational corporations and their ability to adapt to the circumstantial changes of time are responsible for the long existence of these firms.

Keywords: TNCs, competitiveness, business environment, world economy.

SECTION 12

Emerging Trends in Management and Marketing

OP.12.1

An Integrative Model for Decision-Making in Crisis Strategies within SMEs: A Contextual Approach for the Romanian Economy

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Abstract

The paper proposes the conceptual form for an integrative methodological model to analyze the factors that influence the formulation and selection of crisis strategies in small and medium-sized enterprises. The model combines concepts from several established theories: Hofer and Schendel's rational-strategic model, Beach and Mitchell's cognitive model, Coombs' normative-situational model, and the contingency model. These are complemented by the managerial-procedural model of Nicolescu, Popa, and Dumitrascu, adapted to the specifics of the Romanian context. Each model analyzes essential aspects such as strategic planning, the decision-maker's mental processes, the importance of crisis communication, and the need for strategy adaptation to contextual variables. The purpose of the research is to improve the understanding of the decision-making process in the face of crises and contribute to the development of a theory applicable to the Romanian economic context, characterized by instability and uncertainty.

Keywords: Integrative model, crisis strategies, small and medium-sized enterprises, decision-making, Romanian economic context

Cercetarea își propune să exploreze factorii care influențează modul în care managerii din întreprinderile mici și mijlocii formulează și selectează strategiile de criză în cadrul unei crize organizaționale. Modelul metodologic integrativ propus combină concepte din mai multe teorii consacrate, printre care modelul rațional-strategic al lui Hofer și Schendel, modelul cognitiv al lui Beach și Mitchell, modelul normativ-situational al lui Coombs, și modelul de contingență. Aceste teorii sunt completate cu elemente din modelul managerial-procedural al lui Nicolescu, Popa și Dumitrașcu, care țin cont de specificitatea contextului românesc. Modelul rațional-strategic al lui Hofer și Schendel subliniază procesul de planificare și implementare a strategiilor, în timp ce modelul cognitiv al lui Beach și Mitchell pune accent pe procesele mentale ale decidentului, iar modelul normativ-situational al lui Coombs analizează importanța comunicării în criză. Modelul de contingență evidențiază necesitatea adaptării strategiilor la variabilele contextuale, iar modelul lui Nicolescu, Popa și Dumitrașcu oferă o abordare procedurală aplicabilă în realitățile economice din România, caracterizate de instabilitate și incertitudine. Această abordare complexă are scopul de a îmbunătăți înțelegerea procesului decizional în fața crizelor și de a contribui la dezvoltarea unei teorii aplicabile în contextul local, caracterizat de resurse limitate și un cadru legislativ instabil.

OP.12.2

Innovation as a strategic method for the sustainable development of the company

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Abstract

This article examines innovation as a strategic method necessary to ensure the competitiveness of the company in the modern market. Various types of innovations, including product and service innovations and organizational processes, as well as their impact on the strategic development of the business are analyzed in detail. The article describes the principal stages of innovation implementation, from research and development to testing and practical application. Examples of successful innovation strategies from leading companies are also presented, which serves as a clear illustration of their effectiveness. The paper concludes by examining the risks and challenges associated with the innovation process and providing recommendations for companies seeking to adapt to fast-changing market conditions. Today's world is characterized by rapid changes caused by scientific and technological progress and globalization. In such conditions, companies are faced with the need to adapt and find new ways to gain competitive advantages. Innovation is becoming an important strategic method that allows companies not only to survive, but also to thrive in the markets. The introduction of innovation into business strategies allows for the creation of unique offers, improving the efficiency of processes and improving interactions with customers. This opens up new horizons for growth and development, making the study of the role of innovation in management strategy particularly relevant. This study is dedicated to the research of innovations as a strategic method and their effect on the sustainability and competitiveness of companies in a dynamic market.

OP.12.3

Artificial Intelligence: Importance for the Economy and Risks for the Social Structure of Society

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Abstract

This article examines the potential impact of artificial intelligence (AI) on the social structure of societies in the most economically developed countries of the world. Despite the fact that at present the notion of "artificial intelligence" is quite controversial, artificial intelligence is already widely used in various sectors of the economy, state and municipal administration, and the social sphere. Experts expect the international artificial intelligence trading to show very strong growth momentum in the coming years, with generative artificial intelligence receiving special attention. This is a type of AI that is capable of creating intellectual products similar to the results of human creativity. The use of artificial intelligence makes various production, logistics, and management processes more efficient and cheaper. For a long time it was believed that current information and communication technologies would not be able to remove people from the sphere of creative and highly skilled labour. However, the development of generative artificial intelligence largely refutes this statement. This has already led to people losing their jobs and social status in the most developed countries in the world. In this context, it is necessary to establish mechanisms that allow people to live with dignity. One of them could be a universal basic income.

OP.12.4

The role of marketing strategies in promoting circular economy and sustainable growth

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Abstract

What is needed now is a sustainable economic approach to climate change, finite natural resources and massive pollution. New development models must combine economic prosperity with environmental protection. The solution could be the circular economy, which promotes reusing resources and reducing waste. Marketing has a key role to play in popularizing this concept as it provides the tools to ensure that sustainable principles are widely accepted and integrated into consumer behaviour and business strategies. Accelerating the uptake of the circular economy can be achieved by raising awareness of the benefits of the circular economy model and stimulating responsible consumer behavior. In this way, marketing becomes a tool for transforming the collective mindset and influencing economic decisions, focusing on the social and environmental impact of products and services. To carry out this study we formed a Web of Science database for which we used the VOSviewer software to build a bibliometric map, exploring the relevant topics in recent academic papers in the field. This analysis has identified research trends in the fields of circular economy, sustainable marketing and sustainable development, as well as the interconnections between the keywords associated with these themes. The aim of this research is to identify the role of marketing strategies in promoting circular economy and sustainable growth. By visualizing bibliometric maps it is much easier to identify trends over time and topics of interest to understand the evolution of the research field.

OP.12.5

The Role Of Innovation Strategies In Increasing The Performance Of Entrepreneurial Ecosystems

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Abstract

Innovation strategies play a key role in enhancing the performance of entrepreneurial ecosystems, facilitating sustainable development and competitiveness in a dynamic economic context. This study analyzes how innovation, in its technological, organizational and business model forms, contributes to strengthening the interconnectivity between ecosystem actors – entrepreneurs, investors, universities and public institutions. By adopting innovation strategies, entrepreneurial ecosystems can accelerate knowledge transfer, optimize resource allocation and stimulate value creation. The results highlight that ecosystems that prioritize collaborative innovation and adaptability to market change record superior performance, measured by indicators such as start-up survival rate, investment attraction and socio-economic impact. The study highlights the need for policies that support innovation infrastructure and encourage strategic partnerships to maximize the potential of entrepreneurial ecosystems. The impact of technology on entrepreneurship is profound and transformative, redefining how businesses are started, managed and scaled. This study explores how emerging technologies such as artificial intelligence, blockchain, the Internet of Things (IoT) and digital platforms are facilitating entrepreneurs' access to global markets, reducing barriers to entry and streamlining operational processes. Technology is driving business model innovation, enabling the creation of disruptive and customized solutions, while digital tools such as crowdfunding and online marketing platforms are democratizing access to financial resources and visibility. However, technology adoption also comes with challenges, including the need for digital skills, cybersecurity risks and access inequalities in less developed ecosystems. The results highlight that entrepreneurs who strategically integrate technology into their business gain significant competitive advantages, contributing to economic growth and energizing entrepreneurial ecosystems. The study recommends policies that support digital literacy and technological infrastructure to maximize the positive impact of technology on entrepreneurship.

OP.12.6

Human Resource Performance Management. Bibliometric Approach

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Abstract

Human Resource Performance Management (HRPM) is an essential field of organizational science, which is constantly evolving, as organizations adapt their processes to market dynamics and employee needs. In the current context, marked by digitalization, globalization and a significant increase in the emphasis on employee well-being, HRPM research explores new ways of assessing, motivating and developing human capital. In this paper, we will analyze the current state of research in human resource performance management, highlighting recent trends, technological contributions, and their impact on organizational efficiency and employee satisfaction.

OP.12.7

The Role of Digital Technologies in Agile Management of Organizations

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Abstract

In the current context of accelerated digital transformation, organizations are under continuous pressure to adapt and innovate. Agile management has become a dominant paradigm in leading organizations operating in environments characterized by volatility, uncertainty, complexity and ambiguity (VUCA). In this framework, digital technologies are no longer just operational tools, but essential strategic factors that facilitate flexibility, decision-making transparency and real-time collaboration.

Organizational agility refers to the ability of an organization to react quickly and efficiently to changes in both the external and internal environment, by greater involvement of people, restructuring processes, reassessing priorities and mobilizing resources according to established objectives. Complementarily, digital technologies – such as cloud platforms, artificial intelligence, advanced data analysis (big data), the Internet of Things (IoT) and collaborative tools – can support this agility by automating information flows, reducing latency in decision-making and strengthening an organizational culture oriented towards continuous learning.

The implementation of digital technologies allows organizations to develop dynamic skills, anticipate market trends more effectively and experiment with new business models in a controlled manner. For example, next-generation ERP platforms, integrated with machine learning algorithms, offer managers extensive visibility over the value chain, allowing for the rapid identification of dysfunctions and immediate adaptation of processes. At the same time, the use of digital project management tools (such as Jira, Asana or Trello) facilitates work in distributed teams, maintaining the transparency and iterative pace specific to agile methodologies (Scrum, Kanban).

Thus, digital technologies not only optimize existing processes, but also generate a favorable framework for innovation and co-creation. Organizations that strategically invest in digitalization demonstrate an increased capacity for resilience, adaptability and scalability, key elements for survival and success in a constantly changing business

environment.

OP.12.8

Management of Information Systems Applications in the Courts

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Abstract

Purpose: The article examines how information-system applications are managed within the court system, highlighting best practices, operational obstacles, and opportunities for optimisation.

Methodology: We conducted a systematic literature review and complemented it with case studies at different jurisdictional levels (first-instance courts, tribunals, courts of appeal). Data sources include digital-strategy documents, semi-structured interviews with IT staff and magistrates, as well as direct observation of electronic workflow processes.

Findings: The investigation revealed four key areas

1. IT governance and strategy – decision-making mechanisms, joint justice-IT councils, and multi-year planning.
2. Application architecture and interoperability – integration of the electronic case file with national registries, data-exchange standards, and micro-services.
3. Cybersecurity and data protection – technical safeguards, granular access policies, and periodic audits.
4. User adoption and change management – ongoing training, dedicated technical support, and rapid-feedback mechanisms.

Implications: The results provide concrete recommendations for policymakers, court administrators, and technology vendors, supporting sustainable digital transformation and increased transparency. Future priorities include long-term cost-benefit analyses, broader standardisation, and the responsible incorporation of artificial-intelligence tools into judicial processes.

Keywords: e-Justice, IT management, courts, digital governance, cybersecurity, interoperability, change management

OP.12.9

Managing Mountain Tourism in Romania: Strategies for Sustainable Development and Destination Competitiveness

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Abstract

Mountain tourism in Romania has seen steady growth, driven by increasing demand for nature-based experiences and the unique appeal of the Carpathian landscape. This paper investigates the management practices shaping the development of Romania's mountain destinations, analyzing how strategic planning, stakeholder coordination, and sustainable tourism frameworks contribute to destination competitiveness. Through case studies on different resorts

in Carpathians, the research evaluates the effectiveness of current governance models, infrastructure investments, and marketing strategies. Special attention is given to challenges such as overtourism, environmental degradation, and seasonality, as well as the integration of local communities in decision-making processes.

OP.12.10

Assessing the perceptions of TESA employees in higher education institutions on an innovative performance appraisal system

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Abstract

The role of the contextual factors of today's society represented by the dynamic policies of the labor market that impose increasingly high standards and the continuous development of higher education, higher education institutions face constant challenges in ensuring a high-performance and motivating environment for employees. That is why they have to adapt and optimize their internal employee performance evaluation mechanisms to ensure efficiency, transparency and employee motivation. A well-structured evaluation not only supports the professional development of employees, but also contributes to improving organizational culture and strengthening the team. In this sense, the introduction of an innovative performance evaluation system becomes not only an option, but a necessity that represents an important step for the promotion of a high-performance work environment and for the professional development of administrative and technical staff, known as TESA (Technical, Economic, Socio-administrative) employees. Innovation in performance appraisal systems thus becomes a key factor in promoting excellence and increasing job satisfaction. In this study, we aim to analyze the perceptions of TESA employees in higher education institutions regarding an innovative performance evaluation system, considering the importance of these opinions in the process of implementing and adjusting the new methodologies. This research aims to provide a comprehensive perspective on the acceptance, advantages and possible perceived obstacles, thus contributing to the development of effective human resource management strategies in the academic environment.

Keywords: implementation, advantages, obstacles, perceptions;

OP.12.11

**Academic Resilience in Galati in the Context of the Humanitarian Crisis
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Abstract

Recent humanitarian crises, particularly the conflict in Ukraine, have placed considerable pressure on public institutions in Romania's border regions, including the higher education system. This paper examines how the academic environment in Galati, specifically "Dunarea de Jos" University responded to the refugee crisis through an integrated approach to crisis management and institutional resilience building.

The study explores the university's response capacity in the face of an unexpected influx of displaced individuals, analyzing decision-making processes, internal coordination mechanisms, resource allocation, and inter-institutional partnerships developed during the emergency. It highlights rapid adaptation strategies, including logistical, educational, and psychosocial support initiatives that enabled the university to maintain institutional functionality and support refugee integration into the academic space.

Using a qualitative methodology combining document analysis with interviews conducted with key university administrators, the paper provides insight into how risk management principles, adaptive leadership, and strategic planning were applied in an academic setting under pressure.

The findings emphasize the importance of developing proactive institutional response mechanisms and strengthening organizational culture to enhance resilience in the face of future systemic crises.

OP.12.12

The contribution of ChatGPT to the evolution of higher education

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Abstract

This research paper investigates the impact of chatbots that use artificial intelligence (AI), namely OpenAI's ChatGPT, on higher education institutions (HEIs). Given how quickly AI is developing, it is critical to comprehend how it will affect higher education. The literature analysis uncovered a range of viewpoints regarding ChatGPT's educational potential. Support for research, automatic grading, and improved human-computer interaction are noteworthy advantages. However, issues like plagiarism, the security of online tests, and more general societal and economic effects like job loss, the digital literacy gap, and fear brought on by AI were noted. The study also highlighted ChatGPT's revolutionary architecture and its many uses in the field of education. Potential benefits were also emphasized, including easier enrollment, better student services, greater instruction, research support, and higher student retention. On the other hand, hazards like privacy violations, abuse, prejudice, false information, a decline in interpersonal communication, and problems with accessibility were noted. This study contributes significantly to the theoretical understanding of how ChatGPT works in higher education. In practice, the research provides practical strategies for higher education administrators to prioritize areas that can transform higher education with AI.

Keywords: AI, higher education, ChatGPT, students

OP.12.13

Accelerating Innovation: The Role of Startup Accelerators in Early-Stage Venture Development

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Abstract

Startup accelerator programs have become key mechanisms in the entrepreneurial ecosystem, offering structured support to early-stage ventures through mentorship, funding, and networking opportunities. This paper examines the impact of accelerator participation on startup growth, strategy, and long-term success. Based on a combination of empirical data, case studies, and interviews with founders and program managers, the research explores how accelerators influence product development, market entry, and investment readiness. The paper also identifies key success factors within accelerator environments, such as cohort dynamics, mentor quality, and access to investor networks.

OP.12.14

The Role of Communication Styles in Organizational Development: Impact, Adaptability, and Best Practices

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Abstract

In a dynamic organizational environment shaped by rapid change, diversity, and performance pressures, communication is a fundamental driver of coordination, motivation, and adaptation. This paper explores the role of communication styles in organizational development, highlighting their impact on interpersonal relationships, decision-making, and workplace climate. Drawing from communication science, organizational psychology, and management theory, the study analyzes the classical communication styles—passive, aggressive, passive-aggressive, and assertive—as well as modern behavioral models such as DiSC. Emphasis is placed on the adaptability of communication styles in different contexts and the promotion of best practices that enhance team cohesion, trust, and innovation. Case studies demonstrate that assertive and flexible communication improves employee satisfaction and organizational efficiency. The paper concludes that investing in emotional intelligence, continuous feedback, and professional development is crucial for building resilient and high-performing organizations.

Keywords: communication styles, organizational development, adaptability, assertiveness, emotional intelligence, workplace relationships.

OP.12.15

Artificial intelligence applications for marketing

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Abstract

This paper provides a comprehensive analysis of artificial intelligence (AI) applications in marketing, synthesizing over 2500 articles published in the last 5 years. The main goal is to identify dominant trends, tools used and the impact of AI technologies on marketing strategies, as well as to highlight ethical challenges and future research directions.

The methodology adopted is a systematic literature review (SLR), based on bibliometric and conceptual analysis of articles indexed in databases such as Web of Science. The tools used include bibliometric analysis using VosViewer to identify connections between concepts and research developments in the field. The results highlight that AI is applied in various areas of marketing, including: predictive analytics, recommender systems, chatbots and natural language processing (NLP), programmatic advertising, generative AI in visual content creation, visual analytics and dynamic pricing for real-time price adjustment based on demand and consumer behavior. The studies reviewed indicate significant benefits, such as increased return on investment (ROI), improved customer loyalty, and streamlined marketing processes. However, major challenges are also identified regarding data quality and bias, data privacy, and the need to develop robust data governance strategies and clear ethical policies. The paper is aimed at researchers, marketing professionals, AI solution developers, and policymakers interested in the responsible and effective integration of artificial intelligence into marketing strategies.

Keywords: artificial intelligence, digital marketing, predictive analytics, personalization, ethics in AI

OP.12.16

Optimizing urban marketing strategies through AI: Helsinki's citizen-centered branding approach

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Abstract

This paper explores how artificial intelligence (AI) can be strategically leveraged by municipalities to optimize urban marketing strategies and reposition city branding as a public service. Drawing on the case of Helsinki, a city recognized for its citizen-centered approach to digital governance, the study examines the integration of AI tools into public communication, branding, and service delivery. Through a qualitative case study, the paper analyzes how AI transforms municipal branding from a top-down promotional activity into an interactive and inclusive dialogue with citizens. The research highlights how personalization, accessibility, and real-time responsiveness enhance the emotional and functional relationship between residents and their city. Furthermore, the paper considers the risks of AI-enhanced branding, including algorithmic bias, reduced transparency, and the exclusion of digitally marginalized populations. The findings offer a conceptual and practical foundation for integrating AI into urban marketing strategies, particularly relevant for mid-sized cities exploring digital transformation pathways.

Keywords: City branding, AI, urban marketing, smart governance, digital communication.