

**Faculty of Business Administration in Foreign Languages**  
**Doctoral School of Business Administration II**

Friday, the 9th of May, 9:00-11:00, online, Scientific Seminar "**Connecting original research with business practice**", Part 2

**Moderator:** Prof. univ. dr. Carmen PĂUNESCU

**Important note:** Each participant has around 10 minutes for speech followed by Q&A

**Zoom:** <https://ase.zoom.us/j/2769618649>

No.	Name	Enrolment	Year of study	Academic supervisor	Research theme	Research paper to be presented in the Scientific Seminar, Part 2, 09.05.2025	Discussant (PhD students)
1	MATEI I. GINA & PĂTRĂȘCOIU S F DIANA - ANDREEA	2023-2024	2	Prof. Dr. Păunescu Carmen	Managing innovation and performance in public vs. private organizations	Importance of resistance to change and main sources of resistance in the context of Digital Transformation	ABUKHARMA BASSAM & GALANI D ȘERBAN - VLADIMIR
2	GRASU C STELIAN	2022-2023	3	Conf. Dr. Bușu Mihail	Cercetări privind piața de energie în contextul tranziției către o economie neutră din punct de vedere climatic	Romania's Energy Market: Legal Framework, Infrastructure, and Strategic Perspectives	OCENIC C ELENA - LOREDANA & SANDU I MIHAI
3	SANDU I MIHAI	2022-2023	3	Prof. Dr. Dincă Violeta Mihaela	Evaluarea efectelor pandemiei Covid-19 asupra mediului de afaceri național și european și influența digitalizării în redresarea economică (cu focus pe sectorul energetic)	Development of the carbon market and the green certificate market: Romania, Poland, and Germany	OCENIC C ELENA - LOREDANA & GRASU C STELIAN
4	OCENIC C ELENA - LOREDANA	2022-2023	3	Prof. Dr. Tanțău Adrian Dumitru	Assessment of the role of green hydrogen for the economic sector coupling of power and industry – the case of Romania within the European Green Deal	Rolul hidrogenului verde pentru cuplarea sectorului economic dintre energie și industrie (progres pe baza a 3 lucrări publicate)	SANDU I MIHAI
5	BADIU IRINA	2024-2025	1	Conf. Dr. Anagnoste Sorin	Innovative strategies for building scalable business applications using generative Artificial Intelligence: Frameworks, Best practices, and Performance metrics	Innovative strategies for building scalable business applications using generative Artificial Intelligence: Frameworks, Best practices, and Performance metrics	OCENIC C ELENA - LOREDANA
6	ABUKHARMA BASSAM	2023-2024	2	Conf. Dr. Anagnoste Sorin	Organizational dimensions and their relationships with participation in decision-making	Employee participation in decision-making in Dubai companies	PĂTRĂȘCOIU S F DIANA - ANDREEA

7	<b>GALANI D ȘERBAN - VLADIMIR</b>	2023-2024	2	<b>Conf. Dr. Anagnoste Sorin</b>	Business-2-Business Marketplaces growth strategies: Data-enabled learning, network effects and competitive advantage	Growth of Social Media Platforms Value through network effect and data enabled learning review	
8	<b>BUTA COSTIN - ANDREI</b>	2024-2025	1	<b>Conf. Dr. Bușu Mihail</b>	Communication Strategies in Complex Business Contexts for Successful Collaboration	Participant	
9	<b>NAZARE ALEXANDRU</b>	2024-2025	1	<b>Conf. Dr. Anagnoste Sorin</b>	Economic warfare and Romania: Proactive approaches to protect the business environment, development and resilience	Participant	
10	<b>SHAKIR AHMED HASAN SHAKIR</b>	2021-2022	4	<b>Conf. Dr. Bușu Mihail</b>	Transformation of Business Models post Covid in East European and Middle Eastern Economies	Post-Crisis Digital Transformation: Business Model Adaptation in Eastern Europe and the Middle East	

**Continutul interviurilor**

**Strategic**

- How aligned is digital transformation (DT) with the company's vision, mission & goals?
- How automated are current daily tasks?
- How supportive is executive policy towards your company's DT?

**Tactical & Resources**

- How suitable is the available infrastructure for digital transformation (DT)?
- How suitable are the resources the company has access to for engaging in DT, in terms of:
  - Funding
  - Time
  - Knowledge
  - Human resources

**Business Model**

- How suitable is DT for the company's business model?
- How receptive would customers be of digital transformation (DT) of their services or interaction with the company?
- How receptive would suppliers be of the digitalization of the supply chain?

**Internal environment**

- How supportive of change & innovation is your company?
- How confident are employees in their improved performance through DT?
- How supportive is the company leadership of their employees in the process of DT?
- How ready are employees to further change into the employees of the company?

**DT Appetite**

- How valuable (benefits vs. costs) is DT for the company?
- How risky is it for your company to engage in DT?

**Individual**

- How easily do you adapt to new technology suitable for your job?
- How useful do you consider digital tools for your job?
- Would DT be useful in knowing how to use more valuable tools?
- How easy in automatic would you consider current daily tasks?

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**Teorie si literatura stiintifica**

Transformarea digitala (TD), o schimbare de cele mai multe ori rapidă și radicală, întâmpină rezistența la toate nivelurile organizației. Leadership-ul poate acționa atât ca principal catalizator, cât și ca barieră pentru TD.

**Transformarea digitala**

- O necesitate în contextul actual
- Organii, companii cu rezultate financiare mai bune
- Dificultatea TD în mediul VUCA
- TD definită și analizată extensiv în ultimii ani
- Intenția de a oferi companiilor o formulă clară către TD de succes

**Conducerea ca sponsor**

- Aspect esențial în orice schimbare, conform disciplinei management-ului schimbării
- Leadership-ul ca factor de succes sau barieră în TD
- Importanța poziționării persoanelor din leadership față de DT ca influență asupra întregii companii
- Sponsorizarea TD plecând de la conștientizarea ca aspect principal în succesul TD

**Rezistența la schimbare**

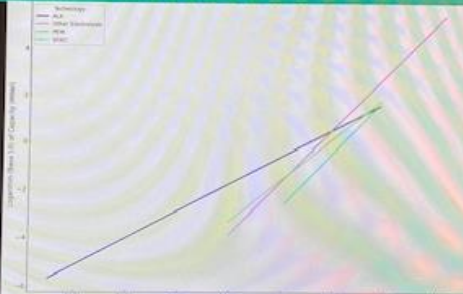

**Arti de rezistență**

## Metodologie

- Evaluarea mixtă de cercetare, incluzând analize calitative prin analiza comparativă a literaturii existente și a codurilor de culori ale hidrogenului (verde, turcoaz, albastru, maro, gri etc.) și analize cantitative de date, urmând ca un sondaj să fie realizat.
- Întrebări de cercetare:
  - Ce potențial are hidrogenul verde în România pentru cuplarea sectorială dintre industrie și energie?
  - Care este rolul hidrogenului verde la nivel mondial pentru mediul de afaceri?
  - Care este distribuția proiectelor de hidrogen verde la nivel mondial?
  - Care sunt tendințele tehnologice și produsele derivate ale hidrogenului verde utile pentru cuplarea sectoarelor industrie și energie?
  - Care este rolul hidrogenului verde în România?

## Rezultate principale (III)


- În timp ce electrolizoarele alcaline au fost dominante de-a lungul timpului, electrolizoarele cu membrană schimbătoare de protoni câștigă teren în întreaga lume.
- Mai mult, celulele de electroliză cu oxid solid apar ca o nouă tehnologie.

Understanding the organizational dimensions and their relationships with participation in decision-making.

Employee participation in decision-making is influenced and constrained by factors such as company size, levels of management, and managerial functions. These factors, in turn, affect the effectiveness. Participation considered a complex variable because it has the potential to produce various outcomes.

## Steps in investigating the Network Effects on social media



- Key data gathering (users, Sales, R&D, through artificial requests.)
- Use of previous research results
- Conclusions
- Deep dive through VAR VECM & Granger causality

Network effect & data enabled learning