

Welcome Message

After thirteen successful editions of the International Symposium in Management (SIM), it is our great pleasure to welcome you to the fourteenth edition of the symposium! The 14th International Symposium in Management will take place in the dynamic city of Timișoara (Romania), one of the largest university centres of Romania, a venue chosen to enhance interaction between participants, as well as give the event an appropriate setting. SIM 2017 wishes to bring together academics, professionals, and students in order to discuss the challenges and innovations in management and entrepreneurship. Our purpose is to address specific questions, such as the role of management in a rapidly-changing environment, the key management problems that must be addressed and solved using particular methods and techniques, while considering the threats and opportunities that appear in the dynamic times that we are living in.

We take this opportunity to thank all authors for their work and interest in our topics! It is also our pleasant duty is to gratefully thank the reviewers for their work, the sponsors for their support and last, but not least, all those involved in the preparation of the program and the event.

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

The Organizers

Chairs and Committees

HONORARY CO-CHAIRS

Marilen Gabriel PIRTEA, West University of Timișoara Romania

Viorel-Aurel ȘERBAN, Politehnica University Timișoara

GENERAL CO-CHAIRS

Valentin MUNTEANU, West University of Timișoara

Matei TĂMĂȘILĂ, Politehnica University Timișoara

PROGRAM CO-CHAIRS

Nicolae-Aurelian BIBU, West University of Timișoara

Anca DRAGHICI, Politehnica University Timișoara

PUBLICATION CO-CHAIRS

Laura BRANCU, West University of Timișoara

Gabriela PROSTEAN, Politehnica University Timișoara

HONORARY COMMITTEE

Petru STEFEA, West University of Timișoara

Marian Liviu MOCAN, Politehnica University Timișoara

ORGANIZING COMMITTEE

MUNTEANU Valentin, West University of Timișoara

TĂMĂȘILĂ Matei, Politehnica University Timișoara

MOCAN Marian Liviu, Politehnica University Timișoara

PROȘTEAN Gabriela, Politehnica University Timișoara

BIBU Nicolae-Aurelian, West University of Timișoara

PANTEA Marius, West University of Timișoara

BĂBĂIȚĂ Carmen, West University of Timișoara

TĂUCEAN Ilie Mihai, Politehnica University Timișoara

ALBULESCU Claudiu, Politehnica University Timișoara

SIPOS Gabriela, West University of Timișoara

NEGRUT Mircea, Politehnica University Timișoara

DRĂGHICI Anca, Politehnica University Timișoara

INTERNATIONAL PROGRAM COMMITTEE

ABRUDAN Ioan (Romania)
ABDRUDAN Maria Madela (Romania)
APETREI Andreea (Spain)
AVASILCĂI Silvia (Romania)
BACALI Laura (Romania)
BALOGH Marton (Romania)
BOCARNEA Mihai (United States of America)
CALCIU Mihai (France)
CAVORY Guillaume (France)
CIOCA Lucian-Ionel (Romania)
CRUZ-CUNHA Maria Manuela (Portugal)
DEFOURNY Jacques (Belgium)
DEARI Fitim (Macedonia)
DENIAUD Ioana (France)
DEY Pascal (Switzerland)
DOBREA Cătălin Răzvan (Romania)
DOICIN Cristian (Romania)
DUMITRAȘCU Dan (Romania)
GÁL József (Hungary)
GROZA Voicu (Canada)
GRAEF Michael (Germany)
GONCALVES Gilles (france)
FERNANDO Yudi (Malaysia)
GUÐMUNDSDÓTTIR Svala (Iceland)
HULGARD Lars (Denmark)
NISTOR Răzvan (Romania)
LE DUFF Robert (France)
LEHNER Othmar (Austria)
LOURENCO Rui Pedro (Portugal)
MANOLESCU Irina Teodora (Romania)
MĂRĂSCU KLEIN Vladimir (Romania)
MARTIN Claude (France)
JAFARNEJAD Ahmad (Iran)
KRITCHANCHAI Duangpun (Thailand)
LECOCQ Xavier (France)
MEYER Michael (Austria)

MOON Young (United States of America)
NĂSTASE Marian (Romania)
NERI Filippo (Italy)
NICOLESCU Ovidiu (Romania)
NYSENS Marthe (Belgium)
ÖZDEVECIOGLU Mahmut (Turkey)
PATTINIEMI Pekka (Finland)
PAVLOV Daniel (Bulgaria)
POPA Ion (Romania)
PURCĂREA Anca (Romania)
REINER Michael (Austria)
ROMAN Teodora (Romania)
SALEM Abdel-Badeeh (Egypt)
SCARLAT Cezar (Romania)
SINHA Rajendra (India)
ŠIRCA TRUNK Nada (Slovenia)
SUBUDHI Rabinarayan (India)
ȚIGU Gabriela (Romania)
TITU Mihai Aurel (Romania)
VAN TIL Jon (United States of America)
PUJAWAN Nyoman (Indonesia)
RAO Banna (Singapore)
RKIBI Tawfiq (Portugal)
SAUVAGE Frédéric (Portugal)
VANTHIENEN Jan (Belgium)
VEHA Antal (Hungary)
VENKATESH Parvathi (India)
ZSOTER Brigitta (Hungary)

CONFERENCE SECRETARIAT

Trivent Conference Office

www.trivent.eu

<http://trivent-publishing.eu>

conferences@trivent.eu



General Information

Venue

The opening and the keynote speeches of the first day (until noon) will take place at the West University of Timisoara in the A01 Aula.

Address: Vasile Pârvan Boulevard, no. 4, Timișoara 300223

The rest of the conference will take place at Hotel Timisoara in Rooms Roma I, Roma II, and Dublin.

Hotel address: Marasesti street, no 1-3, Timisoara 300086

Telephone: 0040 256 498 852

GPS: Lat: 45°45'17.69 N; Long: 21°13'30.42 E

Registration desk

The conference registration desk will be permanently open throughout the conference. Participants will be able to receive information here, as well as purchase tickets for the Welcome Dinner (student registrants) and for the optional program.

Non-registered co-authors or accompanying persons will register here. The participation fee of one person is 70 euro and includes conference materials, lunch, coffee breaks, welcome dinner.

Language

The official language of the conference is English.

Presentations

Participants will have 10 minutes for their presentation and 5 minutes for questions and discussions (altogether 15 minutes).

Presentations can be made by using data projectors. All authors are kindly requested to take their presentation on a USB and upload it on the conference laptop before their session. Authors should not use their own laptop.

Internet

There will be free of charge Internet facilities at Hotel Timisoara for the conference participants.

Social programs

A Welcome Dinner is organized on Friday evening at Hotel Timisoara. The dinner is included in the full participation fee, while the participants who registered with student fees are kindly requested to purchase a ticket at the Conference Registration Desk (15 euro/ticket).

Conference attendees are invited to participate in the conference *optional program* offered on Saturday afternoon. The program consists of a visit to the Beer Factory of Timisoara where a guided beer tasting in English will take place, followed by lunch. Tickets for the optional program cost 80 Romanian Lei and can be paid at the Conference Registration Desk.

Travel to Timisoara

You can get to Timisoara either by train, arriving at Timisoara North Railway Station, or by airplane to "Traian Vuia" Airport. A bus service is available from the airport to the center of town (Route Express No. 4), as well as from the train station to the center of town (Route Express No. 3). You can also take a taxi either from the railway station, or from the airport, to the center of Timisoara.

Insurance

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

Friday, October 27

8:30-9:00 Registration

West University of Timisoara, Main Hall

The registration desk will be open all throughout the conference both in the premises of the West University and afterwards at Hotel Timișoara.

9:00-9:15 Opening

Opening address from the Organizing Committee

9:15-10:00 Keynote Presentation I

Chair: Anca Draghici

Ronny Adhikarya (World Bank & ex-United Nations Representative, USA)

Challenges in Educating the Millennials (TGIF & FANG) Generation

10:00-10:45 Keynote Presentation II

Chair: Marian Mocan

Samuel Cires (Heraeus Romania)

Did you Know that Heraeus is Part of Your Everyday Life?

10:45-11:00 Coffee break

11:00-11:45 Keynote Presentation III

Chair: Nicolae Bibu

Gyula Bakácsi (Corvinus University Budapest, Hungary)

The Leader, as Synergy-Broker

11:45-12:30 Keynote Presentation IV

Chair: Laura Brancu

Constantin Brătianu (Bucharest University of Economic Studies, Romania)

Strategic Thinking in Turbulent Times

13:00-14:00 Lunch

Lunch will be served at **Hotel Timisoara** and starting with the lunch, all conference sessions move to the hotel.

14:00-15:30 SESSION 1

Quality Management and Logistics I (Room Roma I)

Chairs: Marian Mocan; Mihai Țițu

Reducing Ergonomic Strain in Warehouse Logistics Operations by Using Wearable Computers

Anca Mocan, Anca Draghici

Supply Chain Monitoring: LLPs and 4PL Providers as Orchestrators

François Fulconis, **Gilles Paché**

Packaging Scorecard for Closed-Loop Logistics Systems: A Sustainable Development Perspective

François Fulconis, Bernd Philipp

A Comparison between Smart City Approaches in Road Traffic Management

Madalin-Dorin Pop, Octavian Proștean

Implementation of Eye-Tracking Technology in Holonic Manufacturing Systems

Joerg Niemann, A. Basson, C. Fussenecker, K. Kruger, M. Schlösser, S. Turek, H. Umadevi Amarnath

Microgrid Supply Management

Cezara Raț, Cristian Vasar, Gana Ovidiu, Octavian Proștean

Business-Process Modelling of Basic Customs Procedures in EAEU

Ekaterina N. Salimonenko, Evgeny A. Stepanov

Human Resource Management (Room Roma II)

Chairs: Valerij Dermol; Beata Mrugalska

Influencing Factors and Outcomes of the Learning by Sharing Process

Ionuț Viorel Herghiligiu, Alexandru Pohonțu, Marius Pislaru, Adrian Vilcu

Attraction and Retention of the Employees. A Study Based on Multinationals from Romania

Sabina Turnea

What We Expect and What Do We Get? Total Rewards for Potential Employees

Sabina Turnea

Time Perspective as a Predictor of Procrastination

E. Zabelina, Yu. Chestyunina, I. Trushina, E. Vedeneyeva

Soft Skills Development Needs and Methods in Micro-Companies of ICT Sector

Székely Szilárd, Adriana Benedek, Lucian Ionel-Cioca

Career Opportunities for PhD Graduates in the Knowledge-Based Economy: Case of Slovenia

Valentina Jošt Lešer, Nada Trunk Širca, Valerij Dermol, **Aleš Trunk**

Knowledge Management and Management of Innovation I

(Room Dublin)

Chairs: Samuel Cires; Luminita Hurbean

Multi-layered Functional Analysis for Smart Homes Design

Dorin Popescu, Diana Rusu, Laura Bacali, Sorin Popescu

The Innovation - Corporate Performance Relationship in Emergent Countries

Gabriela Lucia Sipos, Alin Ionescu

A New Approach for Assessing Function-Cost Correlation in Product Value Analysis

Șerban Miclea, Adrian Pugna, Romeo Negrea, Sabina Potra

Knowledge Management – from its Inception to the Innovation Linkage

Kristijan Breznik

Management of Automotive Business Teams and Product Evolution

Stephan Volker, Gabriela Prostean

Business Innovation Activity in Romania: the Main Trends and Weaknesses

Mihaela Diaconu, Adrian Vilcu

15:30-17:00 SESSION 2

Knowledge Management and Management of Innovation II

(Room Roma I)

Chairs: Anca Drăghici; Constantin Brătianu

Towards innovation and development in ergonomic design: insights from a literature review

Edwin Tytyk, **Beata Mrugalska**

Value Chain Management Through Cloud-based Platforms

Joerg Niemann

Knowledge Management – The Foundation For A Successful Business Process Management

Daniel Paschek, Larisa Ivascu, Anca Draghici

Smart Services

Stöhr, Carsten; Janssen, Monika; Niemann, Jörg; Reich, Benedikt

A knowledge management approach for ergonomics implementation within organizations

Maria – Elena Boatca, Anca Draghici, Nicoleta Carutasu

Customer perspective of value for innovative products and services

Sabina Potra, Adrian Pugna, Romeo Negrea, Monica Izvercian

Educational Management (Room Roma II)

Chairs: Ronny Adhikarya ; Doina Dănăiață

Management of Fusions between Romanian Universities. A Proposed Framework

Nicolae Bibu, Adriana Isac

Management of Stakeholders in Arab Israeli Junior High School

Nicolae Bibu, **Husein Saris**

Correlations Between Student`S Online Activity on the Virtual Campus and the Exam Results

Camelia Ciuclea, Andrei Ternauciuc, Rafael Leucuța

Managers' Opinion about Recognizing Neoliberalism in Education in Slovenia

Aleš Trunk, Anica Novak Trunk, Andreja Barle Lakot

Improving Higher Education (Institutions) with the Matrix of Managerial and Financial Objectives

Dušan Lesjak

Managing the Implementation Process of Educational System Reform in Israel

Manal Isbanionly, Doina Danaiaata, Luminita Hurbean

Business Models (Room Dublin)

Chairs: Gabriela Prostean; Gabriela Sipos

Applying Gamification for Mindset Changing in Automotive Software Project Management

Catalin - Virgil Briciu, Ioan Filip

A New Vision over Agile Project Management in the Internet of Things Era

Andrei Gal, Ioan Filip, Florin Dragan

Purchased Goodwill and Types of Synergies in Businesses Combinations. Microsoft-LinkedIn Transaction

Sacui Violeta, Sala Diana

An Industrial Region: Nature, Criteria, Indicators

Bents D., Silova E., Barkhatov V.

Large Sized Enterprises in Russia: Analysis of Federal Districts

Barkhatov V., Belova I., **Bents D.**

Business Process Management for Model Based Design Automotive Projects

Sorina Plesa, Gabriela Prostean

17:00-17:15 Coffee break

17:15-18:45 SESSION 3

Quality Management and Logistics II (Room Roma I)

Chairs: Ilie Taucean; Francois Fulconis

Traffic Lights Management Using Optimization Tool

Madalin-Dorin Pop

Transposing Constraints into Feasible Alternative Solutions by Using Intermodal Passenger Transport in the City of Timisoara

Patriciu Ruset, Ionescu Dan, Diaconescu Andra, Prostean Gabriela

Entrepreneurship Based on Intermodal Transport for the Installation of a Wind Turbine in Isolated Regime

Tămășilă Matei, Rușet Patriciu, Diaconescu Andra

Improving the Quality Management of the Thermosonic Welding Process of Gold Wires in the Automotive Industry

Mihail Aurel Țițu, Constantin Oprean, Alina Bianca Pop, Ștefan Țițu

Applying Experimental Research Management to a Technological Process Using Taguchi's Method

Alina Bianca Pop, **Mihail Aurel Țițu**, Constantin Oprean, Ștefan Țițu

Efficiency Analysis of Agricultural Cooperation in Russia

Nikolaeva E.

Marketing Management and Leadership I (Room Roma II)

Chairs: Dănuț Dumitrașcu; Dmitri Pletnev

Customer Experience Management to Leverage Customer Loyalty in the Automotive Industry

F. Scherpen, A. Draghici, **Joerg Niemann**

Managerial Opportunism and Efficiency of Modern Corporations. Managerial Opportunism in Modern Russian Corporations

Pletnev D., Kozlova E.

The New Governance Paradigm for Firms Based on Institutions

Pletnev D.

The Effects of an Ambidextrous Leadership on the Relationship between Governance Mechanism and Social Sustainability

Usama Awan, Andrzej Kraslawski, Janne Huiskonen

The Misconceived Delegation of Responsibility

Oana Georgiana Andronic, Dănuț Dumitrașcu

A Systemic Characterization of Organizational Marketing

Liana Rodica Pater, Sanda Ligia Cristea

Sustainable Management I (Room Dublin)

Chairs: Sylvain Leduc; Daria Bents

New Method to Optimize the Production Functions in the System of Safety in Operation Management

Adrian Vilcu, Ion Verzea, Ionut Viorel Herghiligiu

Change Management Aspects in Solar Energy Implementation

Lorand Kacso-Vidrean, Jörg Niemann, Raluca Baidoc, **Adrian Pisla**

A Structured Managerial Model for the Decision Making Process for Enhancing Building Sustainability in All Life Cycle Phases

Diana Rusu, Sorin Popescu, Mihai Dragomir, Dorin Popescu

Life Cycle Sustainability Assessment of Products in the Context of Competitiveness

Raul Ambrus, Monica Izvercian, Larisa Ivascu, Alin Artene

Considerations Regarding Inbound Regenerative Management Accounting Application on Eco-Efficient Business Models

Raul Ambrus, Monica Izvercian, Alin Artene, Larisa Ivascu

19:00 Welcome Dinner

Saturday, October 28

09:00-10:15 SESSION 4

Sustainable Management II (Room Roma I)

Chairs: Joerg Niemann; Larisa Ivascu

Scaling up Resource Efficiency and Cleaner Production for an sustainable industrial development

Aida Szilagyi, Marian Mocan

Eco-innovation, a business approach towards sustainable processes, products and services

Aida Szilagyi, Marian Mocan, Anne Verniquet, Andrei Churican, David Rochat

Sustainable development of marginalized urban areas by applying knowledge-based public policies

Mihai-Ionuț Danciu, **Sabina Irimie**, Claudia Tatiana Muntean, Sabin-Ioan Irimie

Lean Manufacturing in SMEs in Romania

Valentin Munteanu, **Anca-Ioana Stefaniga**

Egg Candling Analysis Equipment Design: A Safety Solution

Vargas Ramiro, **Ruiz Lourdes**, Navas María

Marketing Management & Leadership II (Room Roma II)

Chairs: Gyula Bakácsi; Ovidiu Nicolescu

Managing a Symphony Orchestra in Times of Change: Behind the Curtains

Nicolae Bibu, Laura Brancu, **Georgiana Alina Teohari**

The Analysis of the Romanian Global Competitiveness International Ranking. The Impact of the IEC Program

Lavinia-Maria Cernescu, Delia Gligor, Claudia Bitea (Ciobanu)

Crisis Management between Public Relations and the Holonic Multi-Agent Approach

Levente Bakos

The Influence of the Complexity of Wellness Services upon Different Aspects of the Management of Wellness Tourism Organizations in Romania

Claudia Ciobanu (Bitea), Daniel Luches

Communication, Company Mission, Organizational Values, and Company Performance

Valerij Dermol, Nada Trunk Širca

Entrepreneurship (Room Dublin)

Chairs: Matei Tamasila; Diana Sala

SMEs and New Technologies. A Plea for Social Networking Sites Usage by SMEs in Romania

Ariana Tal, Doina Danaiata

Impact of Internet-Technologies Development on Small Businesses Success in Russia

Barhatov V., **Campa A.**, Pletnev D.

Exploring the Roles of European Funds in the Life Cycle of Romanian Spin-Offs

Valentin Munteanu, **Lavinia-Maria Cernescu**, Luisa Izabel Dungan

Human Resources Crisis: Identifying Future Entrepreneur's Profile in Romania

Cristina Nicolau, Tiberiu Foris

Roadmap to Entrepreneurial University – Case study

Ilie Mihai Taucean, Ana Gabriela Strauti, Monica Tion

10:15-10:30 Coffee break

10:30-12:15 SESSION 5

Quality Management& Logistics III (Room Roma I)

Chairs: Adrian Pugna; Valentin Munteanu.

Using Six Sigma DMAIC to Improve Quality of Production Process: A Case Study

Monika Smetkowska, **Beata Mrugalska**

EMS Exploratory Analysis in order to Improve its Integration Quality through Fractal Design

Ionut Viorel Herghiligiu

Quality Management in Cloud Services Using Remote Assistance – A Literature Review

Unguraş Dorian, Mirabela Gaspar

Defining Strategic Quality Directions Based on Organisational Context Identification; Case Study in a Software Company

Mirabela Luciana Gaspar, Sorin Gabriel Popescu, Mihai Dragomir, Dorian Unguras

The Competitive Challenge of Controlling

Valerian Laval, Petru Ştefea

Study on the Policy of Renewing Product Testing Equipment to Enhance Competitiveness

Andreea Cristina Bejinariu

Social Economy Organizations and Organizational Culture

(Room Roma II)

Chairs: Gyula Bakacsi; Laura Brancu

Is the Organizational Citizenship Behavior (OCB) a Predictor for the Cultural Intelligence (CQ)?

Ruxandra Nicoleta Popescu, Daniel Frantz Fistung, Teodor Popescu,
Alexandra Mihaela Popescu

Assessment of the Dynamics and Structure of the Romanian Social Economy

Mihaela Brindusa Tudose, Bogdan Rusu

Are National Cultures Changing? Evidence from the World Values Survey

Mirabela-Constanţa Matei, Maria-Madela Abrudan

The Peculiarities of the Adherence and Identification as Components of the Organizational Culture of Modern University

Tsiring D., **Sizova Ya.**

Responsible Management and Challenges of Inclusion in Multicultural School Environment in Slovenia

Nada Trunk Širca, Valerij Dermol, Anica Novak Trunk, **Aleš Trunk**

Financial Management (Room Dublin)

Chairs: Claudiu Albuлесcu; Violeta Sacui

Maximizing the Value of a Company through the Financial Decision Using the Genetic Algorithms Method

Monica Bogdan, **Cristina Fenişer**, Florin Lungu

Study of the Tax Wedge in OECD and EU Countries, Using Cluster Analysis

Claudia Florina Radu, **Cristina Fenişer**, Klaus Bruno Schebesch, Florin Fenişer

The Implementation of the Comfortable Investment Environment on the Basis of the Effectiveness Assessment Of The Corporation

I. Kapkaev, D. Sorokin

Calculation Approach for Service Costs

Stöhr, Carsten; **Reich, Benedikt**; Niemann, Jörg; Pisla, Adrian

Cash Flow and Investment Decision: An Application on the Romanian Agriculture Sector

Matei Tămăşilă, Şerban Miclea, Mihaela Vartolomei, Dan Pascu, Claudiu Tiberiu Albuлесcu

Firms' Financial Performance and Investment: A Panel Data Analysis Applied to the Wine Industry of CEE Countries

Claudiu Tiberiu Albuлесcu, Anca Drăghici, Ilie Mihai Tăucean

The Development over Time of Valuation Bases and Drivers in the Online Retail Industry

Adelin Truşulescu, Anca Drăghici, Daniel Paschek

12:20 Closing

12:30 Departure for the Beer Factory

(optional program – more information at the Conference Registration Desk)

NOTES

NOTES

NOTES