



ICBE 2016



Society for Business Excellence (SBE)

The Bucharest University of Economic Studies (ASE)

Faculty of Business Administration in foreign languages (FABIZ)

Research Centre for Intellectual Capital and Entrepreneurship

**Proceedings of the
International Conference on Business Excellence in
Energy, Climate Change and Sustainability**

Abstract Booklet and Program

3rd March 2016



Scientific Committee

- *Adrian Dumitru TANȚĂU*, The Bucharest University of Economic Studies **(ASE), FABIZ**, Romania
- *Alina Mihaela DIMA*, The Bucharest University of Economic Studies **(ASE), FABIZ**, Romania
- *Alexandrina DEACONU*, The Bucharest University of Economic Studies **(ASE), FABIZ**, Romania
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- *Valeriu BINIG*, **E&Y** Romania



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- *Cătălin CURMEI*, The Bucharest University of Economic Studies **(ASE)**, **FABIZ**, Romania
- *Maria NICHIFOR*, The Bucharest University of Economic Studies **(ASE)**, **FABIZ**, Romania



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Conference Programme

3rd March 2016

- 10:00-10:30** Registration of participants
- 10:30-13:30** Plenary Session (Virgil Madgearu Room, Piața Romană, no. 6)
- 13:30-14:30** Lunch (ASE Restaurant)
- 15:00-17:30** Presentations in the fields of Energy Business and Business Sustainability (Rooms A&B, Calea Griviței, no. 2-2a)
- 17:30-18:00** Coffee break
- 18:00-19:00** MBA Energy Workshop (4113)
- 19:30** Dinner



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Plenary Session

10:30-13:00

Virgil Madgearu Room, Piața Romană, no. 6

Moderator: Adrian Dumitru TANȚĂU, *FABIZ, ASE*

Guest speakers:

Corina POPESCU, *Ministry of Energy*

Pavel NĂSTASE, *The Bucharest University of Economic Studies*

Constantin BRĂȚIANU, *The Bucharest University of Economic Studies*

Iulian IANCU, *Chamber of Deputies, the Committee for Industry and Services*

Radu DUDĂU, *Energy Policy Group*

Ion LUNGU, *CEZ Trade Romania; AFEER*

Valeriu BINIG, *Ernst & Young Romania*

Marius STAN, *Argonne National Laboratory*



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Program of the Sections

Section A: Business Energy and Climate Change

Chairs: Adrian Dumitru TANȚĂU, Filip CÂRLEA

15:00-17:30

Room A, Calea Griviței no. 2-2a

Robert STAIGER, Adrian Dumitru TANȚĂU

Hydrogen as an Energy Carrier for Fuel Cell Systems - Environmental consequences for using Hydrogen as a secondary energy carrier

Milena KIROVA, Preslava VELIKOVA

Risk management method for small photovoltaic plants

Roxana PĂTRAȘCU, Eduard MINCIUC, George DARIE

Management of secondary energy resources (SER) in industry

Dan MORARU, Cătălin HRISTESCU

Day-ahead market auction settings - A comparison between Marginal Pricing System and Pay-as-Bid for the Romanian Market

Radu DUDĂU, Alexandra Cătălina NEDELICU

Energy Security Risks, Between Markets and Sovereign Politics: The View from Southeastern Europe

Carmen PĂUNESCU, Laura BLID, Alexandra Andreea ANECHIȚEI

Effective energy planning for improving the business's energy performance

Adrian Dumitru TANȚĂU, Mohammadreza KHORSHIDI

Business models for state companies under the pressure of price uncertainty in the oil industry



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Dan MORARU, Sorin PÎRVU

Influence of Future Energy Markets Design for the energy business and sustainable advantages for business environment and households in Romania

Corina MURAFĂ

The Energy Performance Contract - An Innovative Business Model for Financing Energy Efficiency Investments

Monica Florentina CALOPEREANU, Alin Nicușor CALOPEREANU

Azerbaijan-Georgia-Romania Interconnector (AGRI) Project in the current geopolitical context

Saeed Salwan Saeed SAEED

Efficiency in Solar Power plant

Nicolae Al. POP, Corina PELĂU, Cristian DABIJA, Alexandru PALADE

Sustainable Marketing in Energy Companies

Violeta Mihaela DINCĂ, Filip CÂRLEA

Challenges of the Japanese energy sector

Evelina GRĂDINARU

Entrepreneurs in Brasov in the field of renewable energy and energy efficiency

Bilal Mohammad ENEIZAN, Kalsom Abd. WAHAB, Umami Salwa Ahmad BUSTAMAN

Effects of green marketing strategy on sales growth of green cars: An empirical study on car dealerships in Jordan



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Sergiu BRAȘOVEANU

Strategic thinking and sustainability in business Oil and gas upstream – old fashioned industry

Irina FLOREA (BURTAN), Dan MORARU

Smart infrastructure, smart energy use, smart prices, smart devices

Cătălin CURMEI, Andreea SEMENESCU

Strategic Choices in Energy Sector during the Recent Financial Crisis

Alexandra PANAZAN (CHINIE)

Strategic models for corporate entrepreneurship in the renewable energy field

Maria Alexandra NICHIFOR

Current public perceptions on the development of wind parks in the European Union. Case study: Romania and the Netherlands



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Section B: Business Sustainability

Chairs: Alina Mihaela DIMA, Alexandrina DEACONU

15:00-17:30

Room B, Calea Griviței no. 2-2a

Cristina Iulia GHENU, Alexandrina DEACONU

The Impact of Sustainable Human Resource Management from a Romanian perspective

Julien BRATU, Andrei RĂDUȚU, Corina Ana PETRESCU

KAIZEN™ Management System (KMS): the driving engine of companies' sustainability

Sorin-George TOMA, Paul MARINESCU, Ionuț CONSTANTIN

Approaches to Strategic Thinking in Business Organization

Aura IPATE

Lingual Management Strategies for sustainable development of companies on foreign markets

Christian NASULEA, Ramona-Mădălina MOROIANU

Smart Homes and Economic Efficiency

Bucur Matei CRĂCIUN

Importance of knowledge management within the operational management

Alina Mihaela DIMA, Shahrazad HADAD, Ramona CANTARAGIU

A conceptual analysis of business-university knowledge transfers



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Ștefania BODOȘCA

Priorities and strategies of sustainable development in tourism

Iuliana STAN

The Organizational Culture: cause or effect of sustainability?

Valentina Mihaela GHINEA, Ramona-Mădălina MOROIANU

HR strategy – necessity or fad for business sustainability?

Adina FILCULESCU

The connection between women entrepreneurship, innovation and sustainable growth

Ani MATEI, Florica Georgeta ROTARU, Silvia Elena CRISTACHE

The theoretical approach of Quality Management in higher education in the International Organization for Standards

Luminita ION, Laurențiu FRĂȚILĂ

The importance of ensuring the smart, sustainable and inclusive development, as key factor of economic efficiency

Simona VASILACHE, Daniela ȘERBAN

Correlations between use of renewable energy and living standards in Europe

Alina Mihaela DIMA, Laura ANGHEL

Energy MBA - lessons of university-business sustainable partnerships



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ICBEE 2016 Guest speakers



Prof. Dr. Dr. Dr. H.C. Constantin BRĂȚIANU

The Bucharest University of Economic Studies



Ion LUNGU

**AFFER Romania
President of Electricity Suppliers in Romania**



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Valeriu BINING

Partner Ernst & Young



Radu DUDĂU

**University of Bucharest
Director Energy Policy Group**



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Marius STAN

Senior Computational Scientist at Argonne National Laboratory, Adjunct Professor at Northwestern University and University of Chicago, and former National Technical Director at Department of Energy, U.S.A.



Iulian IANCU

Chamber of Deputies, President of the Committee for Industry and Services



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Energy strategy

Constantin BRĂȚIANU

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Abstract. *The purpose of this paper is to analyze how can be applied strategic thinking to the field of energy, at the company and macroeconomy levels. Energy field constitutes a strategic dimension of any governmental policy and is strongly dependent on the global context of economic dynamics. Also, energy domain is characterized by long life cycles for energy production units and it is strongly dependent on the environmental protection governmental policies or regional policies, such as the European Union. It is well-known the fact that classical power plants operating on low quality coal may have a strong contribution in polluting the environment, and nuclear power based on fission nuclear reactors have a high risk for generating nuclear catastrophes like that of Chernobyl. On the other hand, energy generation on renewable resources may look very attractive from pollution point of view but have their own drawbacks from economic and power output viewpoints. Strategic thinking means to analyze and find out the best solutions for using energy resources both from climate change and environmental pollution viewpoints, as well as from consumers' behaviour viewpoint. Some decades ago, when global economy was evolving in a predictable way strategic thinking applied to energy domain has been based on elaborating planned or proactive strategies. However, today the global economy became turbulent and highly improbable. Strategic thinking developed new approaches based mostly on reactive solutions. These are called emergent strategies. The*



paper analyzes the correlation between the planned strategies and emergent strategies and suggests that separately none of them are able to respond to the needs of any company or country. What is necessary today, is to integrate emergent strategies into a planned framework and then to develop energy strategies able to satisfy the needs of consumers and the requirements for environmental protection.



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Computer Simulations for Energy Applications

Marius STAN

Argonne National Laboratory, U.S.A.

Abstract. *Modern society has increasing energy needs that require significantly improved materials and technologies. Advanced mathematical modeling and high performance computer simulation – coupled with experimental validation – augment the understanding of complex, coupled phenomena that occur at multiple time and length scales. To illustrate the dynamics of this field, we present recent computer simulation results, with an emphasis on discovery and design of materials for energy production (fuels) and storage (batteries). The presentation includes an evaluation of the increasingly complex role played by mathematics and computation in science, engineering, and technology.*



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**Technological and digital revolution from the energy field-
Solution for a new phase of mankind development**

Iulian IANCU

*Chamber of Deputies, President of the Committee
for Industry and Services*

Abstract. *The long way of transition to a new period in the development of mankind starting with COP 21 Paris will start from reinventing energy through revolutionary technologies overcoming the barrier of innovation.*



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The Romanian Power Market Development

Ion LUNGU

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Abstract. *The paper presents in first part a description of current status of market development with an analysis of the platforms used for forward trades, Day Ahead Market (DAM), Intraday (ID) and Balancing Market (BM). There are also presented few aspects of Market Coupling. As it is known the integration of renewable include two aspects: integration in networks and integration in market; In the second part of paper there are some analyzes regarding the market integration. The aspects analyzed are: influence on prices and influence on market design. In last part there are presented challenges coming from new initiative of EU regarding the Energy Union; I'm referring to priorities of Romania, opportunities and obstacle to be part of fully integrate internal energy market.*



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**About EU Energy Union challenges and opportunities for the
Romanian energy sector**

Valeriu BINIG
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Abstract. *Romania is about to elaborate a new energy strategy. The recent EU level developments in the field of security of supply, competitiveness and sustainability, the main orientations of the Energy Union and the commitments assumed in COP 21 create challenges and opportunities for the Romanian energy sector. In light of its natural resources, existing power generation mix, transmission infrastructure and renewable energy potential Romania can become a front runner of the European Union.*



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Hydrogen as an Energy Carrier for Fuel Cell Systems - Environmental consequences for using Hydrogen as a secondary energy carrier

Robert STAIGER

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The Bucharest University of Economic Studies*

Adrian Dumitru TANȚĂU

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Abstract. *Hydrogen (H₂) as a secondary energy carrier is one of the promising solution for energy conversion technology for mobile and stationary applications in the future. H₂ as a secondary energy carrier can reduce greenhouse gases, reducing the dependencies of fossil energy sources, improving efficiency of energy conversion processes and could reduce energy cost. Fuel Cells System as one energy conversion system using H₂ as a fuel could increase the efficiency and reduce the environmental impact significantly. The aim of the scientific paper is to show how fuel cell appliances using H₂ as a secondary energy carrier, influence the environmental impact in comparison with other energy conversion systems. The scientific work shows the crucial point using H₂ as a secondary energy carrier. A summary of advantages and disadvantages gives an overview of the use of H₂ as a secondary energy source. Three aspects are considered in details. First aspect are the fuel cell applications and there potential as an energy conversion system. Second aspect is the transforming process for producing environmental friendly H₂ with comparable energy prices. The third aspect is the environmental impact of using hydrogen for such energy conversion processes. Thermodynamic and chemical dependencies are crucial. Methodologically a model is used to show the different dependency of this energy conversion processes.*



Parameter like fuel cell types, type of applications and H₂ production will be considered. The latest data from National and International fuel cell organisations, manufacturers, scientific institutions for H₂ research national and international, are implemented in the model. For this energy conversion processes using H₂, an environmental and economic view can be derived. The result of the research shows the crucial aspects to hydrogen as a secondary energy carrier. The aspects are the environmental impact using H₂, risk's factors using fuel cell's, production of a renewable and sustainable H₂ source.



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Risk management method for small photovoltaic plants

Milena KIROVA

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Preslava VELIKOVA

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Abstract. *Risk management is necessary for achieving the goals of the organization. The theory offers a lot of methods, approaches, instruments, etc. However, they are often highly specialized and transferring them to a different field could be difficult. Therefore, managers are often facing situations where they have no tools to use for risk management. This is the case with small photovoltaic plants (according to a definition by the State energy and water regulatory commission small are systems with a total installed power of 200 kWp). There are some good practices in the energetics field for minimizing risk but they offer only partial risk prevention and are not sufficient. Therefore a new risk management method needs to be presented. Small photovoltaic plants offer plenty of advantages to the other renewable energy sources which prioritizes their risk management. There is no classification of risks for the exploitation of small photovoltaic systems in the available literature as well as to what degree the damages from those risks could spread. This makes risk analysis and evaluation necessary for obtaining information which could aid taking decisions for improving risk management. The owner of the invested capital takes a decision regarding the degree of acceptable risk for his organization and it must be protected depending on the goals he sets. In this aspect investors in small photovoltaic systems need to decide to what*



degree the existing risks could influence the goals previously set, the payback of the investment, and what is the acceptable level of damages for the investor. The purpose of this work is to present a risk management method, which currently does not exist in the country, so that the risks and the damages that could occur during the exploitation of small photovoltaic plants could be identified and the investment in such technology – justified.



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Management of secondary energy resources (SER) in industry

Roxana PĂTRAȘCU

University Politehnica of Bucharest

Eduard MINCIUC

University Politehnica of Bucharest

George DARIE

University Politehnica of Bucharest

Abstract. *In today's context of sustainable development the problem of natural resources is very important for energy and environment policies of most of the countries. The humanity is confronting with depleting of natural resources, food, water, conventional energy resources (oil, natural gas and coal) and with climate change issues. As a response to the above mentioned issues it can be seen an intensification of efforts towards diminishing the climate change that is due to greenhouse gasses emissions from conventional fuels combustion. In this respect today's actions are directed towards development of clean industrial technologies. Together with development of technologies for renewable energy resources, recuperation of all forms of secondary energy resources represent the most efficient energy solution. Today, different industrial processes lead to substantial energy losses especially when talking about flue gasses (which are available from any combustion process) and they represent about 70 % from all secondary energy resources. The main causes of appearance of these energy losses are due to technological and energy imperfections of industrial processes, but there are also causes due to equipment condition and its utilisation.*



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Day-ahead market auction settings - A comparison between Marginal Pricing System (MPS) and Pay-as-Bid (PAB) for the Romanian Market

Dan MORARU

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Cătălin HRISTESCU

OMV Petrom

Abstract. *Renewable energy sources developed significantly in the last 5 years in Romania, fundamentally changing the power market on both available capacity and production predictability. Several changes in primary and secondary legislation on wholesale power market led to oversupply on OPCOM – Romanian centralized day-ahead platform - during windy days or summer peak hours. The Marginal Price mechanism on day-ahead market decreases prices in those hours, below baseload generators variable cost, leading to commercial losses for them, or even more than this, to the inability to secure long term investments in baseload generation capacity to replenish the existing ones. Under these circumstances, the present paper examines the potential of other price mechanisms for OPCOM's day-ahead auction – like pay-as-bid – in order to achieve both the short and the long term goal of economic efficiency in power generation systems. The results indicate that switching from a marginal price system to pay-as-bid pricing will disrupt the short term economic efficiency and will not create the investment incentives for long term power generation capacity. Thus, a different new mechanism needs to be developed or an adjustment to the existing one needs to be achieved in order to secure the economic efficiency in the Romanian power generation system.*



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Energy Security Risks, Between Markets and Sovereign Politics: The View from Southeastern Europe

Radu DUDĂU

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Abstract. *Energy security is a constant presence in the energy-related political discourse all over the world. States strive to secure steady inflows of needed energy supplies, as well as the price affordability of those supplies. However, what are deemed to be the best means to meet such goals depends on one's theoretical vantage point. On the one hand, economically-minded theorists maintain that energy security is only a matter of market rules and interactions. Thus, they call upon energy markets to deliver both steady supplies and competitive prices. On the other hand, politically-minded scholars emphasize the political and hard-power nature of international energy trades, especially in a global context market by the emergence of state-centered, authoritarian regimes, that use large national energy companies as foreign policy instruments. These two positions delineate competing approaches to how energy security risks ought to be managed. The former approaches energy security risks by means similar to portfolio management, requiring diversification of investments in order to insulate them from market shocks. The latter*



approaches energy security as a matter of foreign policy, by which states envisage interest coordination and favorable alignments within countervailing alliances against the agent of energy security risk.

The present paper goes beyond the uncontentious point that these two dimensions are complementary. It argues that, depending on the international context, a more market-driven or a more-politically driven behavior may be adequate. For illustration, the paper focuses on Southeast Europe to spell out the nature of hat region's energy security risks, shaped both by the EU energy policies, and the geopolitical threats and economic opportunities of its eastern vicinity.



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Effective energy planning for improving the business's energy performance

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Laura BLID

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Alexandra Andreea ANECHIȚEI

The Bucharest University of Economic Studies

Abstract. *The global pressing need to protect the environment, save energy and reduce greenhouse gas emissions worldwide has prompted the organizations to implementing both individual energy saving measures and a more systematic approach to improve the overall enterprise's energy performance. As such, organizations are encouraged to manage their energy related matters in a systematic manner and a more standardized way, to ensure continual improvement on their energy performance. The release of the international standard ISO 50001 Energy Management System (EnMS) was meant to help the companies develop sound energy management systems and effective process-based energy management structures that could be recognized through third-party certification. ISO 50001 is a globally accepted framework for managing energy, providing general energy management system requirements and guidelines for companies to increase energy efficiency, reduce costs, and improve environmental performance. The current paper introduces the essential steps the organizations should take to practically design a sustainable*



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energy management system. By using several case study examples, it describes the methodology that the companies use to effectively develop their energy planning to improve energy performance. The key components of the business's energy planning are explained, namely energy review, energy baseline, energy performance indicators, and energy objectives and targets, as well as various specific examples are offered.



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Business models for state companies under the pressure of price uncertainty in the oil industry

Adrian Dumitru TANȚĂU

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Mohammadreza KHORSHIDI

*Daflog Kish Inc. (Iranian – Romanian Drilling & Well Services Company)
The Bucharest University of Economic Studies*

Abstract. *Business models are describing the architecture of the value creation, profit formula, key resources and key processes (Amit et al., 2010; Osterwalder and Pigneur, 2010). In the oil industry the business models have a specific structure according to different parameters and have to be adapted for new market conditions. Although Crude Oil price has dropped dramatically since second quarter 2014, OPEC raised crude output to the highest in more than three years as it pressed on with a strategy to protect market share and pressure competing producers (Grant Smith, 2015).*

The objectives of the research that is disseminate within this article is to analyze and compare Iran and Iraq National oil companies' business models and to optimize the business models for state companies in the oil industry. The research methodology is focused on field research and two main case studies that compare business models of two of the most important oil production countries which experienced many changes during last decade and sometimes effects on the crude oil price globally because of their special situation like war or sanctions.

The relevance of the study lies in the novelty of the subject of new business models for state companies in the oil industry, which have been scarcely investigated in the scientific literature and which represent a key element for the oil sector today. Furthermore, the aspects discussed in the current



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article represent the main factors that have influenced investment prospects of companies in the field in the next decade.



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Influence of Future Energy Markets Design for the energy business and sustainable advantages for business environment and households in Romania

Dan MORARU

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Sorin PÎRVU

The Bucharest University of Economic Studies

Abstract. *Even though the trend in the energy sector is to be more environmentally friendly, the path which will lead us to our aim of having 100% green energy is not easy and has to be taken with big precautions. The governments have to work closely with the investors to find the best options to implement technologies for renewable energy without jeopardizing the energy security and by proposing realistic and sustainable targets for the state and final consumers. An efficient relationship based on mutual benefits for all parties will boost the delayed privatization process of the Romanian energy sector. This paper examines how the renewable technologies influenced the Romanian's electricity market and what should be done in the future so that there would be a good coexistence between renewables and traditional technologies until, in a faraway future, there will be somehow only renewable energy in the grid.*



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The energy performance contract - an innovative business model for financing energy efficiency investments

Corina MURAFĂ

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Abstract. *The paper focuses on the Energy Performance Contract (EPC) as a business model for advancing energy efficiency. More precisely, it classifies and explains, using the case study method, enablers and disablers – from an economic, legal and institutional/ managerial perspective – for scaling up this arrangement across all Member States of the European Union. The EU has set itself a 20% energy savings target by 2020 when compared to the projected use of energy in 2020 (roughly equivalent to turning off 400 power stations), with an even more ambitious target of 27% by 2030. To reach these ambitious targets, the investments needed are approximately EUR 100 bn/ year across the EU (according to the European Commission). Energy efficiency is not, as fervent proponents often claim, the low hanging fruit in terms of investment efforts. Like any other sub-sector, such as transmission and distribution, it demands innovative financing instruments to ensure adequate scale-up. As comparative case studies, I will be using the building retrofitting programmes in Romania and Berlin – the latter (implemented through the Berlin Energy Savings Initiative) being a classic case of an EPC model. Under such an arrangement, a classic case of a Public Private Partnership, an external energy savings company (ESCO) implements a project to deliver energy efficiency and uses the stream of income from the cost savings to repay the costs of the project, including the costs of the investment. Finally, I draw policy conclusions on how to streamline this business model across the EUR, including regulatory changes needed.*



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Azerbaijan-Georgia-Romania Interconnector (AGRI) Project in the current geopolitical context

Monica Florentina CALOPEREANU

The Bucharest University of Economic Studies

Alin Nicușor CALOPEREANU

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Abstract. *In a world dominated by geopolitical uncertainties, economic or political, energy security has become a priority. One of the main objectives of EU energy security is the diversification of gas supply. The utilization of the transit capacity of the Black Sea region is an essential step for its economic development and energy supply to Western Europe and south. The project Azerbaijan-Georgia-Romania Interconnector (AGRI) was proposed in the list of projects of common interest in the European Union, through the economic and strategic interests in the region. This paper aims to present a brief summary of the A.G.R.I project development in the context of contemporary challenges to global energy security. We aim to identify the main problems and threats faced by the project, in terms of economic reliability antithesis - geostrategic interests. The methods used in preparing the article are documentation, analysis and synthesis. The sources of information identified relate mainly to official sources, press releases, and to a series of studies about geopolitical architecture of a wide region of the Black Sea. Our opinions and interpretation about AGRI project can become a useful support in understanding the main facts affecting the decisions in Romanian Energy Security aims.*



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Efficiency in Solar Power plant

Saeed Salwan Saeed SAEED

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Abstract. *Amasdar city, the first city in the world built on the renewable energy, with zero carbon, zero waste, zero car city. An urban development that could turn down the climate change dial. Masdar "the source", a pioneer city of renewable energy. a 10 megawatt pv solar field and the largest in the middle east. A mixture of new art buildings with ancient islamic ones a public transport system of clean-energy vehicles.*



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Sustainable marketing in the energy sector

Nicolae Alexandru POP

The Bucharest University of Economic Studies

Monica Corina PELĂU

The Bucharest University of Economic Studies

Cristian D. DABIJA

Babeş Bolyai University, Cluj-Napoca

Alexandru PALADE

The Bucharest University of Economic Studies

Abstract. *The concern of any country regarding the energetic development – in general – and the orientation towards green energy - in particular – are main topics of debate in the academic world, with notable reverberations on the real economy. Within all these debates the authors focus on the relationship between the energy development and the sustainable marketing. After a presentation of the theoretical background, followed by an exploratory qualitative research, among specialists, working in the Romanian energy industry, we follow to test hypothesis regarding the factual responsiveness to the transition from conventional energy sources to clean ones.*



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Challenges of the Japanese energy sector

Violeta Mihaela DINCĂ

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Filip CÂRLEA

The Bucharest University of Economic Studies

Abstract. *The energy sector in Japan presents certain particularities that have contributed to the country's economic development. The paper examines these specificities in relation with the Japanese energy demand. The article also aims to describe the evolution of the energy branch in Japan from the end of the Second World War until the 2011 Fukushima Daiichi nuclear disaster with suggestions for balancing the Japanese energy mix in the future. Japan has deficiencies in reserves of fossil fuel, except coal, and relies heavily on imports of crude oil, natural gas, and other energy resources. This is the main reason why Japan developed a strong energy research and development program supported by the government in order to boost the country's energy efficiency. The shortage of natural resources also determined nuclear energy becoming a national strategic priority in Japan, even though there had been ongoing concerns about the nuclear reactors' capacity to operate efficiently when confronted with Japan's oft-repeated seismic activity. While Japan had arrived to rely on nuclear power to accomplish more than one fourth of the country's necessities of electricity, after the 2011 Fukushima Daiichi nuclear disaster all nuclear reactors have been gradually shut down due to security reasons. With many reservations in August 2015, the Sendai Nuclear Power Plant was brought back online being in 2016 the only nuclear power plant functioning in Japan. However, Japan finds nowadays itself in the position to redefine its future energy structure, promote renewable*



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sources of energy and re-evaluate from technological and economical points of view the status of all nuclear plants.



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Entrepreneurs in Brasov in the field of renewable energy and energy efficiency

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Abstract. *Considering the preoccupation for renewable energy and energy efficiency, and as a consequence, for sustainable development, has seen major changes in the emerging economies but also in the entire world, this present paper intends to make a little study of sustainable development through the usage of renewable energy and energy efficiency, which is a constant preoccupation for the 21st century entrepreneur. From this point of view, Brasov represents an area of interest, if we are to look at the investments that have been made from 2011 in the renewable energy field, contributed to the gross turnover and profits made by foreign companies that have invested until now and also to the development of local entrepreneurs. That being said, we can conclude that there are numerous arguments to sustain the necessity of a paper of this kind. It includes a brief presentation of the economic and legal framework in the renewable energy and energy efficiency field, a case study on a group of Romanian-German companies that invested in the photovoltaic field in Brasov, bringing foreign capital for both large and small investments which encouraged the development of entrepreneurs, and a marketing research also made with the aid of some Romanian entrepreneurs that saw a great opportunity in the sustainable development concept. The latter consists of a qualitative research on the opinion of local entrepreneurs on the importance and need for sustainable development.*



ICBE 2016

Effects of green marketing strategy on sales growth of green cars: An empirical study on car dealerships in Jordan

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Abstract. *This empirical study aims to investigate the influence of green marketing strategy on sales growth of green and non-green vehicles in the context of Jordan. The study analyses the data of 332 car dealers during 2010-2014. The results reveal both positive (green product, green promotion and green process) and negative (green price, green physical evidence, green people, green distribution on sales growth) influence of green marketing strategy on sales growth. The study further finds that adoption of green marketing strategy may significantly increase the sales volume of green and non-green cars. However, the adoption of marketing strategies may decline the sales volume of non-green cars comparing with the green cars.*



ICBE 2016

Strategic thinking and sustainability in business oil and gas upstream – old fashioned industry

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Abstract. *Oil and Gas still mater. Global primary energy consumption increased by just 0.9% in 2014, a marked deceleration over 2013 (+2.0%) and well below the 10-year average of 2.1%. Growth in 2014 slowed for every fuel other than nuclear power. Growth was significantly below the 10-year average for Asia Pacific, Europe & Eurasia, and South & Central America. Oil remained the world's leading fuel, with 32.6% of global energy consumption, but lost market share for the fifteenth consecutive year.*

Global oil consumption grew by 0.8 million barrels per day (b/d), or 0.8% – a little below its recent historical average and significantly weaker than the increase of 1.4 million b/d seen in 2013. World natural gas consumption grew by just 0.4%, well below the 10-year average of 2.4%. Growth was below average in both the OECD and emerging economies, with consumption in the EU (-11.6%) experiencing its largest volumetric and percentage declines on record. The most important energy industry, which leads the energy sector worldwide, still acts on a very old-fashioned management. Very high costs per projecting and ongoing projects, causes mass layoffs, during crisis periods. Layoffs are the main cost reduction strategy, accredited by management of oil and gas companies.

The paper will also deal with presenting one model of how to rethink the way of doing business in oil and gas upstream industry.



ICBE 2016

Smart infrastructure, smart energy use, smart prices, smart devices

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Abstract. *This paper oversees some of the most important aspects of the smart energy chain, namely the importance of the integration of smart thermal and electric infrastructure, the increasing need for smart energy use, the solutions envisaged at the European Union level for the implementation of different demand side programs, as well as the recent developments regarding smart metering in Romania.*

The growing global population, the increased energy demand, the accelerated depletion of natural resources, the need to mitigate the anthropogenic environmental impact impose the integration of renewable energy capacities into the energy networks to replace the traditional fossil fuel based-generation. This causes a considerable pressure on the energy networks, posing a threat for the reliability and sustainability of the power supply. Furthermore, power systems have to integrate a broader variety of generation characteristics (remote, distributed, intermittent), ensure energy storage and adapt to a greater variety of devices requiring energy supply. These are the drivers that require an adequate upgrading of existing energy networks and metering infrastructure in order to avoid the negative impacts on local economies. Additionally, the adaptation of the power infrastructure implies the introduction of networked demand response systems in order to reduce peak loading on aging electric grids and eliminate overloads. Smart metering is essential infrastructure for the



widespread usage of demand response. Economic and regulatory issues must also be reconsidered, including the creation of new end-user pricing structures. Also, energy systems have to be efficient and cost-effective to be competitive on deregulated energy markets which are becoming nationally and internationally integrated.

The benefits of a full-scale implementation of smart infrastructure solutions will be a more competitive and dynamic energy market that will benefit all stakeholders – the State, consumers and utilities companies.



ICBE 2016

Strategic Choices in Energy Sector during the Recent Financial Crisis

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Abstract. *We analyze financing and profit distribution decisions of companies activating in energy sector before and during the financial crisis. Using a worldwide database we are able to put in evidence determinants of the capital structure in energy sector, but also how the financial crisis changed the borrowing behavior of energy companies. An equally important decision for a company is how the benefit is divided between dividends and reinvestment. In this respect, we studied the circumstances related to the decision of energy companies to distribute a part of the profit as dividends. Our analysis revealed that size, profitability and asset structure, but also macroeconomic characteristics have a role in shaping the strategic financial choices of energy companies.*



ICBE 2016

Strategic models for corporate entrepreneurship in the renewable energy field

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Abstract. *Depending on their characteristics, established companies that want to invest in renewable energy adopt different strategies, which provide different financial and non-financial outcomes. This paper presents a qualitative analysis of the strategic models of corporate entrepreneurship in the renewable energy field. This includes the analysis of correlations between selected strategies used to categorize companies into the defender, analyzer and prospector typologies of Miles and Snow (1978), and outcomes of corporate entrepreneurship: strategic renewal, innovation outcomes, organizational outcomes, financial outcomes, enhanced reputation, new businesses and new ventures. The study is based on the current body of literature and data collected from 30 companies that have undertaken a corporate entrepreneurship strategy in the renewable energy field. The studied enterprises were both companies without an energy background, which broadened their portfolio by entering the renewable energy market, and providers of conventional energy that diversified their domain of activity by investing in renewable energy. Differences between the strategic models and the corporate entrepreneurship outcomes of the two categories of investors are underlined. Findings of the study may support the formulation of renewable energy support systems, by offering insight into the entrepreneurial strategies of companies that invested in renewable energy. For organizations, results could contribute to the understanding of the correlation between the selected strategies and corporate entrepreneurship outcomes in the renewable energy field.*



ICBE 2016

**Current public perceptions on the development of wind parks
in the European Union. Case study: Romania and the
Netherlands**

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Abstract. *Wind farms have become a permanent component of the residential landscape for many regions of the European Union and worldwide. Although the benefits of clean sources of energy are a necessity for a sustainable future of mankind and the efforts against climate warming and pollution, citizens around the globe have different perceptions on the presence of wind turbines in the landscape, as they are expanding closer to residential areas. This study intends to offer an overview of public perceptions of wind turbines depending on possible locations based on a sample of answers from 64 Dutch citizens and 40 Romanian respondents. By using the Delphi method based on questionnaires and interviews, the respondents have provided specific aspects of public reactions towards wind farms in the two analysed countries.*

The main findings of the research included the willingness of the respondents towards a financial effort on encouraging wind energy, which unexpectedly brought the Romanian citizens on the first position, but also the importance of financial benefits for locals and the surface morphology of their placement for the increased acceptance of these projects.



ICBE 2016

The impact of sustainable human resource management from a Romanian perspective

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Abstract. *The key to our future stands in strategies to balance profit, planet and people (Elkington, 1997). As the sustainable development becomes a business trait the responsibility to manage social and environment issues is no longer a peripheral corporate preoccupation but an important business function. It lies on the shoulders of human resources managers and specialists to become agents of change and develop understanding (know what), knowledge (know how), systems, ways of working, personal values that may support the organization's sustainable development objectives. All this skills must be embedded in their daily activity in order to select and train actual and future leaders as well as workers that will apply during their activity sustainability principles. HRM is expected to build awareness of the company's sustainable development commitments and performance, to incorporate sustainable development in performance evaluation, remuneration and personal development plans inspiring people to learn in partnership with non-profit organizations and local communities to implement change.*

This paper challenges a research to establish the role of HRM in consolidating corporate sustainability. The research proposes to establish the degree of embedment of sustainability principles in HRM within Romanian multinational companies and to quantify beyond company's profit, the social and environmental impact. The study will quantify the



importance HRM attaches to balance environmental, social and economic values, the response to the needs and aspirations of the people affected by the company's activity, and the preoccupation to recognize the interests and rights of future generations. A quantitative study will be conducted, 150-200 HR managers from multinational companies operating in Romania will be selected to complete questionnaires along with a letter of acceptance. The obtained data will be processed and interpreted using statistical data processing system SPSS. Results aim to open a new path of research regarding sustainability and contribute to a growing knowledge base both in terms of HRM and sustainability, the implications being performed for managers operating in Romania. The findings also desire to help HR managers to learn about sustainability and drive their company towards it.



ICBE 2016

KAIZEN™ Management System (KMS): the driving engine of companies' sustainability

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Abstract: *In the times when every company is searching for an optimum way of achieving its mission and vision, the strategic management and motivation are representing some important pillars in the quest of achieving the continuous improvement performance. In the evolution from the traditional way of doing business, the industries and markets developed the need for an innovative and sustainable management system, which to achieve a competitive advantage, by increasing the profitability, productivity and by waste elimination. Having as meaning, "KAI=Change" and "ZEN=For the Better", the KAIZEN™ Management System (KMS) meets in an harmonious way the needs stated above, facilitating the evolution of organizations based on continuous improvement performance. By using various specific techniques and methods, the KAIZEN™ Culture has the opportunity of being nurtured each and every day by every person, in any environment. Striving for the continuous development of people as key parts of the organizations, being essentially responsible for the well-being of the society as a whole, the intrinsic motivation can be achieved also with*



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KAIZEN™, with the help of Individual KAIZEN™ instrument. In this way, each employee is evaluating himself in the actual situation and identifies his improvement potential (every day becoming better than in the previous one), in order to reach his development goals within his individual and social evolution, and in relationship with the mission and vision of the organization, reaching harmony. This paper has the purpose of presenting best practices and guidelines from various industries, validating the applicability and sustainability of the KAIZEN™ Management System (KMS) in different fields and companies.



ICBE 2016

Approaches to Strategic Thinking in Business Organizations

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Abstract. *The concept of strategic thinking has been thoroughly discussed in the business and academic environments in the past decades. However, strategic thinking has proved to be a complex concept and has led to some confusion in the strategic management literature. Since the global expansion of big business organizations, such as the multinational and transnational corporations, the need for strategic thinking has continuously increased. As a cognitive process, strategic thinking involves creativity, thinking in time and change. By connecting the past, the present and the future it allows business organizations to anticipate various trends, to create several scenarios, to decide on their goals and to determine the path to reach those objectives. The aims of our paper are to present some of the main approaches of the concept of strategic thinking, and to highlight its relevance in today's business organizations. Our research is based on a literature review. Our paper has demonstrated that strategic thinking constitutes a key element of a winning company in a highly competitive environment. Also, it contributes to a better understanding of the concept and provides a platform on which to build further studies on the same topic.*



ICBE 2016

Language Management Strategies for the Sustainable Development of Companies on the External Markets

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Abstract. *According to the results of some studies conducted by the European Commission, such as PIMLICO study (Promoting, Implementing, Mapping Language and Intercultural Communication Strategies in Organisations and Companies), 2010 or ELAN study (Effects on the European Union Economy of Shortages of Foreign Language Skills in Enterprise), 2006, a multinational company can increase its sales if it develops its employees' linguistic and intercultural competencies, because the company's image is as important as the employees of a company that does international business. Therefore, the Human Resources Department plays a major role, by the way it selects, trains and manages the people required for international trade. The HR Department must develop along with the other departments (Commercial, Marketing etc) an effective language management/ foreign languages management strategy (that is a set of measures and techniques used by a company in order to avoid linguistic and cultural barriers on new or expanding foreign markets). This can be mainly achieved using a proper selection and recruitment policy, a proper planning of the language training for employees and an effective planning of the cultural training programs.*



ICBE 2016

Smart homes and economic efficiency

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Abstract. *A bounty of innovative technologies, designed to improve our quality of life by integrating intelligent devices into various aspects of home living, have emerged in recent years. While a lot of these technologies have already graduated from the wishlists of the early adopters into the mainstream, there is still a lot to be said about the efficiency of the decision to go from home to smart home. Many technologies aim to increase comfort alone, while mostly disregarding concerns for costs; others aim to maintain or improve comfort while decreasing usage costs, typically those pertaining to energy and other utilities. Our study looks at those technologies which promise to yield the best results in terms of economic efficiency and analyses the relationship between current trends on energy markets and the price points required to make those technologies viable on a large scale.*



ICBE 2016

Importance of knowledge management within the operational management

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Abstract. *Knowledge management is a main part of the today's economy. It reflects the expressive representation to the demand of the knowledge society, within the scope of better implementation in regards to the operational management by means of the continuous learning and knowledge transfer. Management can provide tools for the transfer of knowing, but its power to get people to use it, is strictly limited. In this constellation operational management can't be effective respectively efficient!*

It is vital to take into account the views of human capital in the implementation and detailed design of knowledge tools and processes. Staff motivation is the enthusiasm of a new management tool, a new technology and new possibilities, not least by the benefits of the operational management; their success is a persuasive example. Excitement and opportunities may arise at any time, it is important that they are actively sought and fully exploited to take advantage of knowledge systems for a better performing (within operational management). The increased dynamics of the economy and the easiness marking the markets' constant capacity to innovate are two clear reasons obliging any economical agent to develop an operational management department adapted to the markets' requests, which can be adapted to the changes occurring on the market where it is applied. If we also take the recession into account, improving the operational management becomes a key element in the success of any company.



ICBE 2016

A conceptual analysis of business-university knowledge transfers

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Abstract. *Our paper consists of a synthesis of the main research articles dedicated to the knowledge transfer processes in universities in the business cases based learning situations, in the last ten years, in relevant research databases. Our method consists on tertiary data selection, filtering and processing, using appropriate content analysis software. The results of the literature review will serve as a basis for developing a structural equations model of the transfer processes, in between universities and business organizations. Our research will outline the gaps and limitations existing in the refereed body of literature, and will prepare the ground for addressing these gaps and limitations, in our further quantitative analysis. Particular emphasis is placed on previous studies referring to transition countries, and to Romanian university-business knowledge transfer, as a particular focus of our endeavor.*



ICBE 2016

Priorities and strategies of sustainable development in tourism

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Abstract. *One of the leading industries nowadays is tourism, which distinguishes itself by competitiveness, the dual market structure and by its capacity of growth. In order to respond to the demands of tourists and to have a competitive advantage company owners need to adopt sustainable tourism practices by innovating. This study seeks to identify what practices are adopted and implemented by some companies from the North East region of Romania, the level of innovativeness, which are their priorities and what are the determinants. A survey was used and it was distributed to 141 respondents that activate in the tourism industry. There were analysed the responses to 22 of the survey's Likert scale items, exploratory factor analysis was performed to identify which are the external factors that influence sustainable practices and the types of strategies alongside Anova test was conducted to see if sustainable practices are adopted for the same reasons or there are differences and Mann-Whitney U Test to determine differences in the choose of priorities.*



ICBE 2016

The Organizational Culture: cause or effect of sustainability?

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Abstract. *Everyone knows in the business environment nowadays that organizational culture is a key factor in the performance of an organization. This topic cannot be ignored or overcome anymore. Is the culture of an organization critical? How can it be linked with long-term performance? What is the link between performance and sustainability? However, organizational culture is not yet a priority for organizations, who still tend to pay more attention to structure or to profitability, as these are more tangible or rational. Culture is still perceived by most companies as an 'irrational' dimension (although important or even critical). Which types of organizational cultures correlate positively with sustainability and which types correlate negatively? What is the opposite of sustainability and what effects does it generate? How are Romanian organizations doing in terms of sustainability? What is the process through which organizations become interested in developing an organizational culture that will ensure sustainability? Based on over 10 years' worth of data and business experience in the field of the organizational culture in Romania, across industries and companies sizes, this article will endeavor to answer all these questions and explore the connection between sustainability and an organization's culture.*



ICBE 2016

HR strategy – necessity or fad for business sustainability?

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Abstract. *The present paper is a pleading for raising the awareness in what the importance of HR strategy is concerned, as well as of its proper design and implementation, as they definitely could impede or sustain the development of an organization.*

By means of taking as study situation the case of a start-up settlement, we look for giving example of HR alignment and coherence that must prevail some other fancy and glamorous concepts and/or requirements.

As proven by human experience, all types of strategies could work and be effective in certain conditions. Even more, no one can say that one strategy is better than other. However, in the same way, there is no guarantee of some strategies success. In this light, the difference lays in the handy and clever interlock of the country specific advantages and firm (-to-be) specific advantages. For achieving this specific aim, vertical (alignment) and horizontal (coherence) integration of each functional strategy must be ensured.



ICBE 2016

The connection between women entrepreneurship, innovation and sustainable growth

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Abstract. *Among key aspects to increase sustainability, researchers have identified innovation and entrepreneurship. The junction of entrepreneurship, innovation and sustainable development is particularly relevant given the focus on the quality of life. In this generous context of research we bring into discussion the reflection of women entrepreneurship into the progress towards sustainable development. The subject being extensive, need to be approached from different perspectives. Therefore, the paper explores one some of the many ways in which women entrepreneurship and innovation are used in connection with sustainable growth. One of the purposes of this article is to explore new opportunities for women to develop as entrepreneurs and innovators and to add to the literature. With a qualitative research orientation, the research methodology is mainly based on literature review, comparative analysis and synthesis of processed data from case studies, followed by a dissemination of the results in order to express a personal opinion upon the research results. There is an abundance of literature that expresses the importance of creativity and innovation to keep organizations healthy, viable and competitive. A relatively smaller body of research focuses on the women entrepreneur characteristics that lead to innovation and sustainability. We identified several case studies in which SMEs led by women entrepreneurs had a positive impact on the society. The paper ends with a section of conclusions regarding the main ideas of the empirical research and with implications for further research.*



ICBE 2016

The theoretical approach of Quality Management in higher education in the International Organization for Standards

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Abstract. *The thesis proposes a theoretical approach to quality management in accordance with the ISO system starting from the definition of the concept and the demonstration of the principles and the quality assurance procedures of a system. In the first part, the thesis was based on illustrating main functions of the evaluation process and exemplifying educational policies of the European Union on the concept of self-evaluation. At the end of the thesis are listed several aims and proposals on the field of education that will ease taking quality as an absolute priority at the level of the educational system, but also of each school unit in part.*



ICBE 2016

The importance of ensuring the smart, sustainable and inclusive development, as key factor of economic efficiency

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Abstract. *In the current context of the negative effects of the different categories of environmental or economic and financial shocks, it is very important to find the means, instruments and mechanisms through which these effects can be prevented, alleviated, mitigated and controlled. The purpose of this paper is to emphasize the importance of sustainable development, which must have a strategic approach in order to diminish social and economic disparities and to promote convergence. Specifically, sustainable development must be integrated into decision-making processes to ensure an efficient management of resources for development.*

The paper also presents the pillars of sustainable development and a comparative analysis of the main indicators of efficiency. It treats the eco-efficiency problem, which constitutes a fundamental element in the sustainable development strategy. Taking into account that today is promoted the concept of obtaining more goods and services using fewer resources and resulting in a lower amount of pollutants, the authors emphasize the importance of increasing the use of waste and recyclable



materials. It is presented a system of eco-efficiency indicators, which vary depending on the country where it is applied and depending on the intended use.

Another important aspect is the economic resilience, which is regarded as a new component of economic sustainability science. Economic resilience is based on ingenuity and provision of resources applied during and after the event. The paper provides a comparative analysis of the situation of Romania, in the context of globalization and European integration, taking into account the relationship pillar indicators for research, development and innovation (RDI).



ICBE 2016

Correlations between use of renewable energy and living standards in Europe

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Abstract. *The paper investigates the relationship between the living standards of European population and its willingness to exploit renewable energy sources. Based on Eurostat data for the 2004-2014 period, which is a decade of intensified attempts to switch to unconventional resources, at European level, we outline the main trends in energy consumption, for EU 28, and we trace the main correlations between selected indicators of the living standard and indicators of renewable energy consumption. Clusters of nations are thus formed, depending on the identified patterns, and potential trends of evolution are outlined. Thus, indicators of economic development can become proxies for anticipating the consumption behaviours in energy sector, contributing to the advancement of the energy business domain.*



ICBE 2016

Energy MBA - lessons of university-business sustainable partnerships

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Abstract. *Universities and business environment have been collaborating for long time ago, but the new challenges of knowledge economy has strengthen the need for sustainable partnerships that go beyond the traditional research projects. Creating more strategic industry-university partnerships would substantially improve Europe's climate for innovation (Edmondson, 2012).*

One of the newest dimensions of the university-business partnership is the development of MBA programs in energy or energy management. Programs designed to train people in the field of energy create an opportunity to learn more about this challenging industry and safety environment but also to develop managerial skills in energy business. The general issues in international management combined with special features of this particular industry provide a sustainable background for individuals pursuing a career in energy field. MBA Green Energy and Sustainable Business in Bologna Business School, Global Energy MBA in Warwick Business School, MBA in Energy and Sustainable Development Management in Paris IPAG Business School, Professional MBA Energy Management in Wien Wu Executive Academy are few examples of successful collaborations for training in energy at the highest academic level and provide a sustainable instrument for individuals to better manage their careers.

Focusing on energy management, these MBAs instruct and train people how to apply management theories to energy, or energy trading, how to interpret competition law for energy companies or to understand the global energy markets. Through analysis of renewable sources of energy or



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alternative energy, correlations between energy intensity and economic growth or challenges to enforce energy/environmental legislation and leadership issues in energy industry, people learn more about the energy along with preserving the environment. Our analysis is based on some successful examples in the MBA energy and provides a framework for debate and useful insights. The impact on teaching and learning of these programs, as well as the potential for innovation and sustainable growth in the industry provide some lessons for university- business strategic partnerships and useful conclusions for this study.



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