

## ***SPECIAL ISSUE***

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## UNITARY PAY SYSTEM PROPOSAL FOR CIVIL SERVANTS

Florin DANALACHE, Anca A. PURCAREA

*As an important part of Public Administration Reform strategy, any Government wishes to implement a unitary pay system that will cover all civil servants at all levels of the administration. In Romania the levels of administration are: central administration: Ministries and their subordinate agencies and authorities; de-concentrated public services: prefectures; decentralized: county councils and communes (villages, towns, large towns). The objectives of the pay reform were set out, and, in summary, these are as follows: Fairness; Pay proportional to performance; and Competitiveness. The paper presents a proposal for unitary pay system based on job analysis able to respect the main principles applied in European Community.*

**Key words:** pay system; levels of administration; job analysis, pay system principles.

## ENTREPRENEURSHIP AND MANAGEMENT IN ROMANIANS' PROVERBS

Cezar SCARLAT

*The prerequisites of this paper are based on the observation that numerous proverbs are emphasizing the people's entrepreneurial features, regardless the country of origin. However, amid the commonality, different people have their own way to express history-long life experience. Surprisingly, the relatively new management principles have interesting correspondents in peoples' proverbs. This paper aims at analyzing the correspondence between elements of entrepreneurship and management culture – on one hand – and the meaning of Romanian proverbs – on the other. This paper is part of more extensive work initiated by the author on the above subject as well as base for comparative studies.*

**Key words:** entrepreneur, entrepreneurship, entrepreneurial skills, management principles, Romanian proverbs

## THE EFFECT OF ORGANIZATIONAL CULTURE ON BUSINESS

Anca Alexandra PURCAREA, Florin DANALACHE

*Organizational culture, and its underpinning values, influences behavior and expectations of individual managers within a business. Further, it shapes the employees' shared perceptions of how other organizations should be treated, correct modes of behavior and basic attitudes towards activities of the business. While it would be wrong to assume the existence of cultural uniformity within an organization (i.e. uniformity in: assumptions, values, beliefs, perceptions, practices, norms, roles, rituals, symbols, structures, and priorities; the meanings people attach to the elements of organizational culture; and the effects these elements have on them), we can appropriately speak of the presence and effects of an organizational culture, just as we can speak of 'national cultures' and their effects despite the presence of notable 'sub-cultures'. This research identifies organizational cultural dimensions that underpin successful relationship management practice, and that lead to relationship outcomes of equality, satisfaction and performance. The importance of organizations looking inwards and evaluating their own culture as a critical starting point for relationship development is highlighted.*

**Keywords:** Organizational culture, relationship management, relationship outcomes.

## THE CUSTOMER - ONLY A SOURCE OF INFORMATION OR CO - PRODUCER?

Cristina Mihaela GHEORGHE, Lucia SANDOVICI

*The future belongs to the customer-oriented organizations. How these organizations could understand customer's needs, anticipate them and use them to create innovative products in order to fulfill their needs?*

*This paper presents the results of a research regarding the manners for the organizations to access the user's needs in order to create novel and useful products. There are cases when organizations use methods which assume only a user needs research in order to gain useful information for developing new products. In these situations the customer is a passive part of product development process. For this reason we call them **passive user involvement** manners. This approach is useful when we deal with latent needs; the customers are not aware of what they need. In most of the cases the results of using these methods are radical innovations.*

*The paper originality consists in user's involvement in the product development process. There are cases when organization and the user work as co-producers. In these cases organizations apply what we call **active user involvement** manners because the user has an active role in the product design process. These means are useful when users are aware of their needs; they know very well what they want. The results of using these methods are incremental innovations.*

**Key words:** customer needs, radical innovation, incremental innovation

## **TODAY'S IT CHALLENGES: QUALITY WEB SERVICES AND SERVICE ORIENTED ARCHITECTURES**

Anca Alexandra PURCAREA, Lucia SANDOVICI, Dan DUMITRIU

*The World Wide Web is evolving into a medium providing a wide array of e-commerce, business-to-business, business-to-consumer, and other information-based services. In Service Oriented Architecture (SOA) technology, Web Services are emerging as the enabling technology that bridges decoupled systems across various platforms, programming languages, and applications. The benefits of improving IT services' quality when using Web Services and SOA come at the expense of introducing new level of complexity to the environments where these services are deployed. This complexity is compounded by the freedom to compose Web Services to address requirements such as quality of service (QoS), availability, security, reliability, and cost. Web Services deployed in SOA enable a new paradigm for the design and operation of business applications.*

**Keywords:** quality, service oriented architectures, QoS, IT services

## **GLOBAL AND LOCAL IN TOURISM AND HOSPITALITY INDUSTRY. ATTRACTIVENESS OF ROMANIA AND MALAYSIA AS EMERGENT MARKETS**

Cezar SCARLAT, Azilah KASIM, Ileana GHITA

*The tourism and hospitality industry are among the most dynamic industries in today's economy. However, the tourism potential is not entirely valued in new emerging economies – as Romania and Malaysia. Based on Tourism & Travel Competitiveness (TTC) index, the tourism attractiveness is analyzed. Although complementary, the international tourism might generate clashes between the global character of tourism and local cultural heritage – enclosed in services provided locally by hospitality industry. The authors have developed a set of seven propositions ("Conflicts") between "global" and "local" elements. Concurred with government policies, the solution is in professional consulting services and training.*

**Key words :** tourism, hospitality industry, tourism & travel competitiveness index, tourism attractiveness, emergent markets, Romania, Malaysia

## **SERVICE CONTRACTORS ASSESSMENT - SR ISO 9001:2001 REQUIREMENT -**

Doina CONSTANTINESCU, Razvan CONSTANTINESCU

*Developing and implementing a quality management system in conformity with SR ISO 9001:2001 involves an aggregate of management processes required to coordinate internal activities and to provide the organization's up- and downstream relationships.*

*Whenever an economical organization applies for third party service in order to externalize certain processes as research & design or equipment maintenance, contractors assessment is highly important because the organization cannot relieve itself of the responsibility to*

*deliver products which satisfy the customer's requirements. On such occasions, in order to prove its ability to manufacture products according to the specifications, the organization should assess its service contractors using a criteria system specific to the service quality management.*

*The paper presents a contractors assessment criteria system based on the service quality conceptual model.*

## **A STRATEGIC ANALYSIS OF E-BUSINESS ADOPTION AND ENERGY COMPANIES' PERFORMANCE**

Gheorghe MILITARU, Constantin ROMANOSCHI

*This article presents a new conceptualization of e-business adoption intensity, demonstrates how e-business adoption across processes can be empirically distinguished, and provides the corresponding scales for measurement and to develop energy companies' performance. E-business applications may be particularly useful in collecting and transmitting marketplace information when market uncertainty is high. The authors' findings provide the foundation for a more rigorous study of e-business and energy companies' performance. E-procurement can call for compatible electronic data generation and exchange interfaces across businesses.*

**Key words:** e-business; technology adoption; radical innovation; innovation adoption; IT business value; marketing strategy, energy companies

## **FORMATION OF SPECIALISTS FOR INTEGRATED MANAGEMENT (QUALITY, ENVIRONMENT, OCUPATIONAL SECURITY)**

Sorin CIUREA

*It is presented the approach of the managerial formation within an integrated university network in problems like: quality management, environment management, personnel security, work and*

*information, according to international standards and evolutions of the market.*

*Instead of a discrete approach we insist on the request of using a bank/data base and the systemic formation of managers able to operate in companies. The essential element is capitalizing the contribution of Integrated Management in the development and profitability of the company. Instead of the classical teaching, we follow the involvement in the managerial research-projecting, in consultancy, in real cases for companies (especially for those being in economic and social deadlock). We think that the contribution of management at company level – keeping proportions- is the spear head, the one that's going to capitalize all organizational structures, generally, the whole society for what one expects in the XXI<sup>st</sup> century: the reorganization of the development upon ecological and quality principles.*

**Key words:**quality management, personel security,environment management

## **CONSIDERATIONS REGARDING SME's ACCESS TO FINANCE**

Cristian-Aurelian POPESCU

*The SMEs access to funds needed to grow and development is an issue being into ongoing attention of European Commission and governments. The paper presents a summary of the main difficulties of SME's access to finance, their financing lifecycle and common sources of each stage, as well as the ways to improve financing. Thoughts are given to Romanian versus European context, and particular issues of financing innovative SME's. There are presented European financing sources available for Romanian SME's, as well as the financial engineering instruments developed by the Commission to improve SME's financing.*

**Key words:**SME's, access to finance, financing lifecycle, Structural Funds, Seventh Framework Programme

## **CONSIDERATIONS ABOUT THE CHANGE RISK MANAGEMENT OF THE ENERGY SYSTEMS**

Mihaela DUMITRESCU, Catalina-Monica ALEXE, Catalin-George ALEXE

*A series of points of view about the risk, the change and the change risk management are bringing in the work.*

*It refers to the particulars of the feasibility of these concepts in the energy systems.*

**Keywords:** risk management, change risk management, energy systems

## **TOWARD A BETTER UNDERSTANDING OF ROMANIAN MANAGERS' PRACTICES: A POWER ORIENTED RESEARCH**

Elena FLEACA

*The complex configuration of power and authority within the organizational context offers a highly interesting framework to study the managerial practices and share the results with other professionals.*

*This paper addresses these challenges by reviewing the relevant concepts of power from the scientific literature and disseminating the results of the empirical research undertaken by the author on the Romanian managers' practices.*

*The aim of the empirical research was to assess the bases of power used by managers in leveraging their subordinates, considering two levels of analysis: attitude and actual behaviour.*

*Finally, concerning the research results, the author shares the findings aiming at making useful recommendations for managers' practices, taking into account the Romanian employees' cultural values as well.*

**Key words:** bases of power, management practices, organizational culture

## WHAT IS AN INNOVATIVE CULTURE AND HOW CAN WE BUILD IT?

Catalin-George ALEXE

*Small and mid-size firms can gain significant advantages by fostering innovation. Innovation is a powerful competitive advantage that is available to any firm that seeks and develops the necessary skills. Innovative culture is one of the eight dimensions of the Innovation DNA model, dimensions that need to be in place for organizational innovation to occur.*

*The work reveals a series of aspects about the innovation management in two accepted hypostases that is incremental and radical innovation, with emphasis on the organizational culture. The work brings forward the characteristics of an innovative culture as well as the ways of building it.*

**Key words:** innovation, incremental innovation, radical innovation, innovative culture.

## THE EVOLUTION OF THE LOW-COST AIRLINES SERVICES MARKET IN ROMANIA

Catalina -Monica ALEXE

*The work suggests carrying out a research on the evolution of the low-cost airlines services market in Romania.*

*In Romania, the flights at a moderate price were not possible several years ago, the participation of the low-cost companies as Blue Air, My Air, Wizz Air and Sky Europe became more and more visible, particularly to major airline carriers.*

*The work is part of an extensive research about the transport services market in Romania.*

**Key words:** low -cost airline, competition, customer, services quality, passenger security.

## ASSURING QUALITY IN IT SERVICE MANAGEMENT

Dan DUMITRIU

*Adopting an informational system is crucial today in the strong competitive environment where the firms develop their activity. As long as the system is created based on complete and correct information it can represent an important competitive advantage. The exponential growth of IT using in all fields will continue uninterrupted for the predictable future and will continue to invade the most hidden aspects of professional activity. This always rising use of computational techniques was one of the engines to progress of business quality related activities. In this paper are presented, among others, aspects regarding conformities with quality standards or frameworks for the IT services, such as BS15000, respectively ITIL, that begin to impose more and more in the modern society.*

**Key words:** Quality, IT Services, ITIL

## THE OPENING OF THE ELECTRIC POWER MARKET IN ROMANIA

Cristina Petronela SIMION

*The paper is focused on the Romanian energy market. Romanian energy system walks a long road, from the vertical model with RENEL bearing all responsibilities and benefits for delivering electrical energy to a decentralized system.*

*The main goals of the paper are to indentify the aperture of energy market and the benefits. However, some other important aspects, which apparently are related to the theory – legal frame regarding energy sector and the energy market elements – are also considered. The structure of the consumers, their characteristics and major trends are presented – as far as consumers' needs. The EU membership of Romania has no foreseeable effects – other than acceleration of the privatization process related to the electric energy distribution sector.*

**Key words:** energy market, free market, energy transmission & distribution, eligible consumer, captive consumer, consumers' needs for electrical , energy, reorganization, benefits.

## **ENVIRONMENT MANAGEMENT – THE WAY TO INNOVATION, TECHNICAL PROGRESS AND ECONOMIC BENEFITS**

Claudiu PURDESCU, Iuliana GRECU

*By the last two decades, the European Union standards have constantly increased the demanding for harmful emissions in commercial transport. At the beginning of the 1990s, the European Union for the first time specified emission limits for diesel engines in commercial vehicles and after that decided to incrementally make this limits more stringent in five phases, so-called Euro 1, Euro 2, Euro3, Euro 4 and Euro5 standards. Knowing that the Euro 4 standard came into effect in October 2006 and the Euro 5 will go into effect at the end of 2009, the goals for each car manufacturing company are to produce high-quality products and the achievements of the profitability using new technologies that makes vehicles cleaner and more efficient in fuel consummation.*

**Key words:** management, standards, innovation, technology, environment

## **EXPERIMENT ON THE USE OF A NEW SOURCE OF RENEWABLE PRIMARY ENERGY IN ROMANIA FOR RENDERING EFFICIENT THE POWER CO-GENERATION**

Ioan D. GHEORGHIU, G. DRAGOS, Anatolie CARABULEA, Laurentiu POPPER, Ioan UNGUREANU

*The fuel renewing in the coal-running power plants, has been ordered by the competitive market mandatory prices of energy. The compliance with this restriction claims the decrease of fuels share to the energy cost from 75% to 35% by using a new type of fuel (corn) with a heat value over 4,000 Kcal/Kg, compared with that of the coal, 1700 Kcal/Kg. This renewal applied to Romania, Oradea power plant has resulted in the following performances: reducing to half of the co-generation power costs, the thermal power produced from energy*

*savings can heat, annually, 2.10<sup>6</sup> apartments, the reconfiguration of human resource by the conversion of miners to corn-cultivating farmers, completely environment pollution diminishing the ash resulted from corn combustion, is a performing fertilizer for the cultivated corn. The technical-economic parameters, applied in this particular case to the experiment, show that the capital formation rate increases to 1.5 lei revenue/1 invested leu and the probable resources can be recovered, easily, from the annual resulted profits.*

**Key words:** fuel renewing, reconfiguration of human resource

## CONGESTION IN PROCESSING SYSTEMS

Doina Corina SERBAN

*This paper is concerned with the decision-making process of the business company that has charge of the operation of the processing systems and makes decisions relative to the number and capacity of service facilities and the scheduling of jobs in the system. There are presented models for representing some simple types of systems: single- and multiple-channel queuing systems and loss systems. These may be used to make estimates of congestion in real-world systems. But more important is that these models provide insights that can be applied to a great variety of processing systems and that are not at all obvious. The basic ideas apply to all processing systems, whether they be simple queuing systems, loss systems, or more complicated processing systems.*

**Key words:** decision making systems, queuing systems, loss systems, congested processing systems, networks of queues.