

## **ASEBUSS International Conference 2008**

**The First ASEBUSS International Conference took place on 16th September 2008, Bucharest, Romania.**

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#### **SECTION 1**

##### **1.1. ENTREPRENEURIAL AND MANAGEMENT EDUCATION: THE CRITICAL SUCCESS FACTORS FOR EASTERN EUROPEAN COUNTRIES IN DEVELOPING -*ENTREPRENEURIAL COURAGE***

Timothy S. MESCON; George S. VOZIKIS

**Abstract:** *The purpose of this paper is to advance the proposition that Eastern European Nations, especially the ones that were newly admitted to the European Union, in order to make the transition from the “Old” to the “New” order, they need to break the sociopolitical grip of lack of management, marketing, and entrepreneurial practices and skills. To accomplish this, a double-loop business education and learning feedback mechanism needs to be initiated, operationalized and institutionalized in their educational evolutionary model.*

**Keywords:** *entrepreneurship, Eastern Europe, management education, change*

##### **1.2. CREATING SUSTAINABLE COMPETITIVE ADVANTAGE IN MANAGERIAL EDUCATION - THE CASE OF ASEBUSS**

Marcel DUHANEANU; Lavinia RASCA

**Abstract:** *This paper presents the strategic moves that allowed ASEBUSS to get and maintain its competitive advantage on the Romanian market. The paper is based on the HBR article “Meeting the Challenge of Disruptive Change”, by Christensen and Overdorf. According to this article, “good managers need to be skilled not just in assessing people, but also in assessing the abilities and disabilities of their organization as a whole”. In order to meet the need of good quality managerial education, at the beginning of 90’s, USAID financed the creation of ASEBUSS Executive MBA program at American standards of quality, in partnership with University of Washington. The paper analyzes two major decisions that ASEBUSS made in order to maintain its competitive advantage, by continuously adapting its educational offer to the changing needs of managers: one decision was to develop from the very beginning and to permanently improve an international component in the Executive MBA program; the second decision was to diversify educational offer by launching a continuing education component, targeting middle and top managers.*

**Keywords:** *executive MBA, international component, continuous education, certification programs, brands*

### **1.3. COLLABORATION ROADBLOCKS TO BUILDING & SUSTAINING COMPETITIVE ADVANTAGE IN A GLOBAL BUSINESS ENVIRONMENT**

Rodney G. ALSUP; Marcel DUHANEANU

**Abstract:** *Collaboration in a global business environment is a necessity if a company is to build and then sustain a competitive advantage. However, there are numerous roadblocks that must be overcome for effective collaboration to be achieved, especially when most of the work is done virtually. Based on the data collected from 124 executives participating in two Executive MBA (EMBA) programs, one based in the United States and one in Romania, this session focuses on:*

- *recommendations to organizations that are considering the use of virtual project management,*
- *attributes of team behavior that contribute to team or project success,*
- *attributes of team behavior that detract from team or project success.*

**Keywords:** *collaboration, teaming, virtual collaboration, virtual teaming*

## **SECTION 2**

### **2.1. ETHICAL DECISION MAKING IN SHORT TERM EARNINGS MANAGEMENT: A CROSS-CULTURAL APPROACH - PILOT STUDY**

Dalina DUMITRESCU; Oana FIRICA; Adrian MANAICU

**Abstract:** *The ethical (or non-ethical) nature of the management decisions on short term earnings plays an important part in the creation of a healthy business environment. Beyond the area where the decisional behavior is regulated by legislation, the ethics incorporated in the managerial decisions makes the difference between the rapid profit, accidental or due to haphazard manipulations, and the profit resulted from wellgrounded decisions of high moral integrity. The paper applies the varied expertise of the authors to provide an exploratory study of ethical decision making within different cultural frameworks. The authors use the results of a pilot study to compare the opinions of Romanian middle and top managers enrolled in the EMBA program with the opinions of managers taking part in different management programs at Harvard Business School about the ethics of some management decisions on short-term.*

**Keywords:** *ethics, earnings, manipulation, equality of proportions, decision making*

## 2.2 COMPETITIVENESS- DEVELOPMENT BY ENSURING A FAIR COMPETITION FOR SMALL AND MEDIUM ENTERPRISES IN THE EUROPEAN UNION

Marieta OLARU; Violeta DINCA

**Abstract:** *In the context of globalization and growth of the business environment complexity, it gets more and more important to find the best solutions for ensuring a fair competition for all the enterprises. In the vision of the European Commission an open single market provides the best guarantee for European SMEs which seek to increase their potential.*

*The paper presents the competition policy the EU has established, policy that ensures SMEs a fair business environment. The particular analyzed areas are: preventing abuse of a dominant position, the correctness of every-day agreements between companies and defending fair competition at international level. Because the greatest potential for new jobs and growth lies in Europe's SMEs, smaller organizations will be the first to benefit from these approaches.*

**Keywords:** *SMEs, competition, competitiveness, EU*

### SECTION 3

#### 3.1. PAYMENT BEHAVIOR IN ROMANIA - A CULTURAL VIEW

Carmen MINCU

**Abstract:** *The paper investigates several factors that influence payment behavior in Romania. The paper discusses the role of payment behavior in economics and requests for more attention to the subject. The provision of credit loans for consumption is increasingly used in European countries, including Romania, which underlines a growing importance for payment behavior. Additional challenge is that payment behavior differs between people, with various reasons on why an individual turns to be a good or a bad payer; we believe culture may be a relevant determinant in this respect. The paper researches on Hofstede's framework to assessing cultures as applicable to Romania, based on the trends observed in the telecommunication market represented by the customers of Vodafone Romania. Their credit information and payment behavior, before and after Romania has accessed to European Union, are analyzed under the perspective offered by the list of possible behavioral determinants according to Hofstede's value dimensions: high versus low power distance, individualism versus collectivism, masculinity versus femininity, high versus low uncertainty avoidance, long versus short-term orientation. Several conclusions contrasting good versus bad payment behavior for consumers in Romania are depicted, based on the customer demographics and cultural tendencies in mobile telecommunications industry. With these analysis and results, an interesting field of study within economic applied research is under scrutiny. Moreover, this paper relates the economic research to the*

*credit industry agents such as collection agencies, bailiffs, banks, and businesses that provide credit loans to customers. Insights gained from this analysis can be used by policy makers-corporate and governmental, to develop solutions that reduce bad payments in Romania. The research will extend in future papers the analysis of other relevant determinants of payment behavior in Romania and other countries so that a full-fledge toolkit with recommendations on strategies to mitigate their importance.*

**Keywords:** *payment behavior, culture*

### **3.2. 360-DEGREE FEEDBACK: IS THE EXTRA EFFORT WORTH THE TROUBLE?**

Douglas R. MOODIE; Prof. Stephen BROCK

**Abstract:** *This paper analyzes the results of a 360-degree feedback survey with 85 questions given in a large firm. The survey rated the people's personality types as well as their feedback. There seem to be little bias between types and questions, which suggests the instruction in the use of the scales seems to have worked. This case appears to suggest in this case that 360-degree feedback provided some significant extra information to the people involved. Moreover, there does not appear to be any relationship between personality types and ratings.*

**Keywords:** *360-degree feedback*

### **3.3. THE MARKET OF LOGISTIC CENTERS IN ROMANIA**

Carmen BALAN

**Abstract:** *The paper aims to explore the market of logistic centers in Romania. The main objectives are the following: to define the concept of logistic center, to identify the sequence of evolution stages, to study the features of the market of logistic centers and to clarify the market trends. The relevance of the topic relies on logistics as major source of competitive advantage. The focus on logistic centers is based on the significant opportunities provided for both developer and user. The former may capitalize on the deficit of modern spaces at international standards while the latter may enhance the service quality and develop points of competitive differentiation, which are highly valued by customers.*

**Keywords:** *logistics, logistic centers, market characteristics and trends, Romania*

## **SECTION 4**

### **4.1 POSSIBILITIES OF INCREASING THE COMPETITIVENESS OF ROMANIAN SMES IN THE FIELD OF HOTEL SERVICES**

Marieta OLARU; Steliana COJOCARIU; Violeta DINCA

**Abstract:** *The paper analyzes several proposals for improving the management of human resources and customer relations in the case of SMEs in the field of hotel services in Romania. These proposals are the result of a questionnaire-based survey conducted in order to identify solutions for improving the competitiveness of these companies. The survey was carried-out at 46 SMEs offering hotel services (hotels, villas etc.) in order to identify the most important operational problems which they are facing. This study, in course of completion, was carried out over the period 2006-2008 in the CEEEX-INOVEX Project, "Increasing the performance in quality within the corporate processes in SMEs through expert systems of engineering and innovation management".*

**Keywords:** *SME, hotel services, management of human resources, management of customer relations*

#### 4.2. CURRENT ISSUES IN THE RESTRUCTURING OF ROMANIAN POWER SECTOR

Gheorghe OPRESCU; Oana DIACONU; Russell PITTMAN

**Abstract:** *Following the example of some other European countries and the EU Directives on Electricity, Romania is in the process of restructuring its electricity sector. The generation, transmission, and distribution sectors have been separated from each other, several regional distribution companies have been created, and the process of creating independent generation companies has begun. However, while one of the main goals of restructuring, in Romania and elsewhere, is to create competition among generation companies, in practice, this has proved to be sometimes very difficult to achieve. One of the lessons of the EU experience with electricity sector restructuring is that the market structure has a crucial role for its future competitiveness. The structure of the mature EU power markets cannot be easily altered and its effects on market competition are hard to regulate ex-post. In Romania the process of restructuring is on going and the market structure is still amenable to government intervention. In this paper we examine the likely competitive structure of the Romanian generation sector, as it resulted so far from the restructuring process. Our results suggest that although favorable initial conditions have been created, the future competitiveness of the sector hinges crucially on how the restructuring process will continue. In this context we discuss some recent proposals of "consolidating" the generation sector and point out that, if adopted, they are likely to significantly distort competition in the future.*

**Keywords:** *market structure, restructuring, competitiveness, electricity sector, Romania*