

# THE ROLE OF CROSS-TRAINING IN REDUCING THE LEVEL OF LABOR TURNOVER APPLIED STUDY ON SOME HOTELS IN TRIPOLI – LIBYA

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3

## **Abstract:**

Cross-Training is an effective training technology which results in employee motivation and problem-solving. A good cross-training plan can encourage employees to learn more about all sides of the business and is able to jump in to help anytime, anywhere when other departments need to be supported. The tourism industry is a labor-intensive service industry dependent for survival and competitive advantage on the availability of good quality personnel to deliver, operate and manage the tourist product.

Cross-training is presented as a learning opportunity whose main purpose is to build employee motivation, reduce turnover and increase productivity for industries. The interaction between tourist and tourism industry personnel is an integral part of the total tourist experience. Generally speaking, hospitality industry has one of the highest levels of skill shortages and Libya is no exception.

This paper focuses on skills relating to cross training in hotels industry. The paper considers the key arguments from Libya's perspective in the context of hotels industry regarding cross training and its effect on labor turnover .Three hotels have been selected for the study by distributing and collecting questionnaire on 91 employees. The Statistical Package for the Social Sciences (SPSS) was used to analyze the data. Both hypothesis of the study were

tested. The first one indicated that there is a negative relationship between the level of per capita income and labor turnover and the other one tested if cross training has an effect on labor turnover rates.

The effect of employee's income on labor turnover has been tested, in order to find out if employees' income is the only factor effects labor turnover, or cross training is another factor which has its effect on labor turnover too. Labor turnover average in selected hotels illustrated. Justifications of labor turnover will be tested and solutions for reducing labor turn over will be presented.

4

**Key words:** cross-training, labor turnover, hotels, employees' income, Libya

# SPORT TOURISM: HOW MAJOR SPORT EVENTS CAN INFLUENCE A DESTINATION'S TOURISM

5

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## **Abstract:**

Sports industry manages to attract millions of fans each year, with important competition being held in different places on the globe. Some sports attract more fans than the others, and also have a different impact on the economies and tourism. To see how different sports influence a particular destination, we studied how a major event, held every 4 years in a different country, influences the economy and tourist fluxes, and also how another event, held annually influences its destination. Here, we will present how the Euro 2012 manage to generate important raise in tourists numbers, and how the projections were positively influenced by this event, and additionally how Formula 1 races generate a spike in the number of tourists in a short period of time. Therefore, we concluded that these major events have a different, but positive impact on the tourism of the given destinations, and sports tourism is a growing industry with many possibilities.

**Key words:** sports tourism, UEFA Euro 2012, Formula 1, growing industry

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# ECOLOGICAL TOURISM – A FORM OF RESPONSIBLE TOURISM

6

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## **Abstract:**

Ecological tourism or ecotourism is, more than any other field of activity, depending on the environment, it represents "the matter was first" purpose and scope of work and progress, the support - frame and carrier resources. In these conditions, the relationship ecological tourism / ecotourism - environment is crucial, representing the environmental protection condition "sine qua non" of this tourism development. In these circumstances, it is development ecological tourism / ecotourism on the principles of responsible tourism, and this paper aims to identify the coordinates of the ecological tourism / ecotourism is a form of responsible tourism.

**Key words:** ecological tourism, ecotourism, responsible tourism, environment

# COMMUNICATION AND PERSONALITY. THE IMPORTANCE OF BUILDING MESSAGES ACCORDING TO PERSONALITY TRAITS

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7

## **Abstract:**

In most cases, the persuasive communication of the information contained in advertisements is carried out according to gender or age characteristics and to the target group's interests. In this article we are analysing the idea according to which there is a connection between messages and the receiver's personality profile (Hirsh, Kang and Bodenhausen, 2012). Therefore, we asked a research population to assess a five-version advertisement of a mobile phone. The advertisements were created in order to correspond to each of the personality superfactors of the Big Five model. Also, the students filled in a personality survey (the Romanian version of the Big Five model). The findings show that adjusting the messages to individual personality could be a way to increase the message's impact and to highlight the potential of the communication strategies centred on personality traits.

**Key words:** communication, messages, personality, advertisement

# ROMANIA'S ADVANTAGES IN THE COMPETITION OF THE EUROPEAN TOURISM

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8

## **Abstract:**

Nowadays, Romanian tourism, just like the global tourism, is characterized by a strong competition among tourist destinations. Therefore, travel destinations (resorts or countries) need more and more a new model of tourism policy able to influence their competitiveness position under the current competitiveness conditions. Tourism represents a key domain in which our country could excel. Romania is one of the most diversified countries when it comes to the tourist products that it offers (natural and anthropic resources, unique flora and fauna European biodiversity).

**Key words:** competitiveness, advantages, tourism, tourist destination

# TRAVELOGUES AS A TOOL FOR MARKETING DESTINATIONS

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9

## **Abstract:**

Traveling destinations have benefited considerably the accounts of travellers who considered it worthwhile to share with others the amazing adventures they experienced while travelling. Some travel journals are extremely personal, focusing more on the author's impressions and feelings triggered by the visited places, while others are more objective and are intended at being accurate and neutral descriptions of people and places. This paper aims to look into different approaches to destinations as present in various 20<sup>th</sup> century travelogues.

**Key words:** travelogues, subjective accounts, travel journals, adventure narrative

# DESTINATION BRANDING: THE CASE OF SPAIN

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10

## **Abstract:**

For many years Spain has been a touristic country attracting many people. In 2012, and compared to 2011, the number of visitors increased in one million getting to 57.7 million tourists, according to the Border Tourist Movement Survey (FRONTUR)<sup>2</sup>, even outnumbering the population in Spain. Particularly from the 1960s the Spanish government has focused on Tourism, because it has been an excellent source of income. Since 2008 the situation has not been so good due to the economic crisis, which is why in order to improve the reputation of Spain, a new agency called 'Spain Brand' (*marca España*) was set up in July 2012 so as to improve Spain's image in front of the rest of the world. The purpose of *Spain Brand* is, the same as it happens with other destination brands, to attract customers from the rest of the world.

In this article we are going to focus on analysing several ways of branding and different marketing techniques as well as some advertising campaigns used in Spain throughout the years. We examine how Spain has become the fourth ranked country in the world, out of 140 countries, and how it has been recently rebranded. Nowadays things are changing due to the current economic crisis we are going through in this globalized world and we will analyse different branding strategies that have worked for Spain and that could be applied in other emerging countries as far as tourism is concerned.

**Keywords:** brand building, country branding, marketing strategies, advertising techniques

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# INTERCONNECTION OF CULTURAL TOURISM AND OTHER FORMS OF TOURISM AND DIVERSIFICATION OF SERVICES – AS A CONSTITUTIVE PART OF THE STRATEGIC PLANS OF TOURISM COMPANIES

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11

## **Abstract:**

The tourist practice is seeing new processes of structural change in the composition of customers, by a gradual transition of a considerable number of tourists from the categories of clients with a mostly “passive” behaviour into the category of the “conditioned active” and “active” tourists, respectively. Knowing the fact that tourism has always had an active character and a tendency to diversification, based on the existence of a set of tourist motivations and requirements, since tourists are always on the move, one can say that cultural tourism often intersects with other forms of tourism.

**Key words:** tourism, strategie, development, destination, services

# THE DETERMINATION OF THE COEFFICIENT OF PROPORTIONALITY THROUGH THE FORECASTING METHODS

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12

## **Abstract:**

The financial forecast represents a wide open field to the researches from the economic field that comprise a series of techniques and methods which can be applied with success in a high performance management. The theme of the article is a part of the interest area of the research field “Innovation Management, Risk Management and Crisis Management”.

The research methodology is a fundamental one, but also an application one. It is a fundamental research because through the theme approached we have tried to ensure new approaches towards knowledge and offering new practical application in the future, and an application research because we shall use the results of other research categories, as well as empirical knowledge transforming them into forecast and measurement techniques for improving the management of a company.

The aim of the article is that of highlighting the way in which the proportionality coefficient is determined with the help of the forecast methods “percentage of turnover” or “speed of rotation”. Thus, it is forecasted the value of the proportionality coefficient for the year for which the forecast is desired, according to the evolution of this coefficient and eventually of the optimizations that the company has in consideration.

The objective of the article is represented by showing the possibility of applying a modern technique of financial forecast that can be used in the economic and financial activity of the company.

On the basis of those mentioned above it can be confirmed the relevance and the degree of excitement of the theme investigates in comparison with the existent research.

**Key words:** proportionality coefficient, inventory turnover, financial forecast

# SWOT ANALYSIS OF THE ROMANIAN RURAL AREAS PROCESS OF ACTIVITIES FOR RESPONSIBLE TOURISM

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14

## **Abstract:**

SWOT analysis is a method of investigating the countryside and the activities within this framework, based on methodological elements and forms of application and follow an objective assessment of the current situation. This method is summarized key points of the countryside, by grouping the problems and benefits based on the four elements of the SWOT - strengths, weaknesses, opportunities and threats, which allows easier identification of strategies and ways to develop and non-agricultural activities in rural areas.

SWOT is one of the most commonly used methods to analyze the performance level of the economic unit of the development of an area, region, countries. SWOT analysis is also a way to analyze a production position in relation to its competitors. Its purpose is to identify major factors affecting competitiveness, developing a strategy for future.

SWOT analysis presents a very simple methodology of application and can be adapted to various studies economic, social, etc. Also, SWOT analysis can be applied to more complex problems

existing in a farm with a production capacity of small or underdeveloped level, being able to identify concrete problems they face and their solutions. Effectively, the method is targeted objective assessment of the current activities and the level of rural development for the purpose of human activities, including tourism, responsible, sustainable and consistent with sustainable development.

**Key words:** SWOT analysis, the Romanian rural areas, responsible tourism

# THE PARADIGM OF ROMANIAN AND SPANISH TOURISM STRUCTURES WITH ACCOMMODATION FACILITIES

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16

## **Abstract:**

Tourism is a complex economic and social phenomenon that addresses large social segments and responds to their needs. It implies the idea of free choice of destinations, date and duration of stay in order to satisfy some social, cultural, etc. needs, as well as the tourism consumption needs. Tourism refers to the activity of visiting attractive places and objectives and making this trip entails both the travel as well as a temporary stay in the chosen sites selected as destinations for the free time. This paper means to analyze the tourism structure with accommodation facilities in Romanian and Spanish in order to clarify concepts in the field of tourism as well as to determine the similarities and differences between the two languages in terms of tourism terminology.

**Key words:** tourism, accommodation facilities, tourism structure, tourism terminology

# MANAGEMENT OF INNOVATION IN THE MODERN KAZAKHSTAN: DEVELOPMENT PRIORITIES OF SCIENCE, TECHNOLOGY AND INNOVATION

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17

## **Abstract:**

Kazakhstan's economy has expanded rapidly over the last decade, posting one of the fastest paces of growth in the region. As a country with abundant natural resources The paper analyses the national innovations systems, the institutional framework of innovation policy and the state of science, technology and innovation (STI) in the Republic of Kazakhstan. As a country with abundant natural resources, Kazakhstan is still facing challenges in transforming into a knowledge-based economy. The strategic course of Kazakhstan for industrial-innovative development provides necessary conditions for elaboration and implementation of new scientific ideas and technologies. The strategy of development of Kazakhstan till 2050 together with such documents as the Strategic Development Plan up to 2020, or the State program of Forced Industrial-Innovative Development of Kazakhstan for 2010-2014 provide regular, necessary conditions that support the development of research, technology and innovation in Kazakhstan.

**Key words:** innovation policy, industrial-innovative development program, technology, economic growth, national innovation system

# THE FUTURE OF TRAVEL AGENCIES: A TEST AGAINST AIRLINES

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18

## **Abstract:**

In the last years we have seen a great impact of the Internet against travel agencies. People seem to be convinced that they make a better deal buying online than going to a travel agency. Travel agencies are usually seen as intermediaries that don't do anything, but raise the price for no reason.

But is it totally correct?

The current research aims to justify the answers of a series of key questions regarding the future of the travel agencies in a global context: are we sure we are making the right decision giving up at the traditional services? Or is it just comfortable and feeling that by booking ourselves we are making the best possible deal? Should we care where we are buying a simple airplane ticket, do people take this matter seriously or is it too easy to be booked personally by every individual person?

**Key words:** airlines, online purchase, globalization, tradition



# PROJECT MANAGEMENT DATA IN INNOVATION ORIENTED SOFTWARE DEVELOPMENT

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19

## **Abstract:**

The focus of this article is on project management data acquisition, analysis, processing and classification in the context of innovation oriented software development. The role played by data in the decision-making process is highlighted. Main data categories, specific to IT project management, are depicted. Data sources are described and analyzed. Data collection process specific to software development project management is formalized into a diagram. Data sorting and grading methods are submitted by offering practical examples from the author's own activity. Software tools for data management are indicated. Methods of data analysis are presented. An indicator for data consistency is introduced. Key characteristics of the indicator are submitted for analysis. Future research opportunities regarding data management are suggested.

**Key words:** project management, data, software development, innovation

# THE TERMINOLOGY OF COSMETICS IN THE ROMANIAN LANGUAGE – THE ASSIMILATION OF ANGLICISMS

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20

## Abstract:

The social, political, economic and cultural realities cause an unprecedented increase of the lexical loans from English, especially by means of the mass media. The terminology of cosmetics (TC) is one of the areas that "benefits" most from this avalanche of anglicisms. Alongside other terminologies, TC puts the Romanian specialized vocabulary in direct relationship with the common vocabulary and highlights the ability of Romanian to get richer through lexical loans or by stimulating creativity and the valorization of the lexical-uptake of anglicisms.

The present paper is based on the finding that the English terminology of cosmetics has not yet been studied systematically in Romanian linguistics. The presentation was limited to a category of TC terms with a lower degree of specialization or of general use, most of them representing 'fancy' loans.

Our approach is mainly descriptive and tackles the semantics of TC terms with respect to the meanings of their English etymon (as recorded in the Oxford Advanced Learner's Dictionary). The corpus of terms under investigation is taken from popular beauty catalogues and glossy magazines: AVON, BRAVO GIRL, COOL GIRL, COSMOPOLITAN, GLAMOUR, THE ONE, UNICA and VIVA.

First of all, we will analyze the category of 'absolute' novelties (*gloss, concealer, peeling, smokey eyes*) which includes anglicisms still unrecorded in dictionaries, but whose use is certified by the current discourse of cosmetics and body care techniques.

Secondly, we will approach the category of 'relative' novelties (*make-up, hair-stylist*) which is more interesting in the attempt to understand the dynamics of meaning in the actual operation of the language because the anglicisms that are already assimilated into Romanian borrow other meanings of the English etymon.

We consider that the monitoring of the TC anglicisms proves rewarding both for lexicology and semantics as well as for terminography and lexicography through highlighting new terms or new meanings, already recorded in the current use of the Romanian language.

21

**Key words:** vocabulary, lexical loans, anglicisms, terminology of cosmetics, etymon, dictionary

# THE CHALLENGES OF TOUR OPERATORS FACING THE PROMOTION OF ROMANIAN DESTINATIONS

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22

## **Abstract:**

The development of tourism has been influenced by the general breakthrough in engineering, technology, telecommunication and so on. As a result, the tourism activity has permanently adapted to different stimuli, such aspects determining major challenges for all its participants.

This paper underlines the main aspects regarding the realities and trends of the tourism environment, focusing on the major changes in consumers' purchasing habits. In addition an analysis is made regarding tour operators' challenges and opportunities on their quest for meeting and satisfying the consumers' demands and maintaining a competitive position on international markets, in the Romanian tourism context.

**Key words:** tourism, tour operators, challenges, offer segmentation

# RUSSIAN – ROMANIAN COMMERCIAL RELATIONSHIP PAST AND FUTURE

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23

## **Abstract:**

Before 1989 Russia was the first Romanian merchandise destination and at least five million dollars came from commercial exchanges with the soviets, whereas today the sum is four billion euros but of these, over three billion represent Russian commercial firms exports, that they do towards their mother land.

Nowadays is characterized by the increase in interest for other market places for the Romanian entrepreneurs. The phenomenon manifests itself due to the financial and economic crisis but also because of the increased competition on local market. More than this, its desire is to concentrate on Russian market from another perspective that of globalization, an omnipresent phenomenon that could bring profit to both countries.

The article wants to identify, from this perspective, the main economic sectors in which the two countries could pull together with success obtaining reciprocal advantages and profits.

**Key words:** Russian, Romania, commercial relationship, entrepreneurs, internationalization

# THE POSSIBILITIES OF TOURISM SUSTAINABLE DEVELOPMENT IN SOUTH WEST REGION OF ROMANIA

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24

## **Abstract:**

Tourism activities can, in particular, degrade the social and natural wealth of a community. The intrusion of large numbers of uninformed foreigners into local social systems can undermine pre-existing social relationships and values. Sustainable tourism development requires a partnership among the stakeholders of the local tourist destination.

**Key words:** sustainable development, tourism, eco-tourism

# SYNOPSIS OF IZMIR REGIONAL PLAN AND INTERPRETATIONS ABOUT TOURISM IN IZMIR

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25

## **Abstract:**

This study aims not only to create a summarized background for the effective and efficient use of the potential of Izmir by providing the strategic planning works and institutional and sectoral strategy documents with different purposes realized by all relevant institutions and organizations in Izmir and Aegean Region to steer towards the same priorities and aims, but also focuses on a criticism and comparison viewpoint about tourism sector in Izmir.

**Key words:** Regional Plan, Izmir, tourism

# MANAGEMENT STYLE IN TOURISM

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26

## **Abstract:**

Every manager of a tourism company approached his/her employees with a certain management style. His/her aim was to influence employees in a way that would make them show the best performance of their assignments in order to achieve the company's goals. **The major objective of this work** was to clarify the contents implied in the concept of management style, to study the various types of management styles and to make a research on the management styles implemented in the Bulgarian tourism companies. **The major research methods** used in this work were the method of analysis and synthesis, the method of comparison, and the inquiry research method.

**Key words:** management style, tourism company, manager



# TRAVEL, TRAVELLERS & TELECOMMUNICATIONS: THE 3 “T”S OF THE GLOBAL TOURISM CHALLENGES

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27

## **Abstract:**

Nowadays the rapidity of technological development is not a surprise anymore, neither are its implications in all the areas of activity around the world. As part of technological field, telecommunications have also suffered a fast and continuous development in the last decades. Some of us may even consider that telecommunications development has the biggest direct impact on final consumers, as they directly get in touch with it in their daily life activities. Being characterized by its close relationship with the clients, and its focus on services more than products, Tourism Industry has also been strongly influenced by telecommunications development.

This paper aims to present some of the recent technological innovations, mainly based on telecommunications, focusing on the impact they have on the tourism area. There are presented a series of mobile phone applications used mainly for tourism purposes, playing nowadays a very important role for tourism companies' success, and decreasing, in the meantime, tourists' efforts for having a wonderful travelling experience.

However, tourists' experience wouldn't be so wonderful if they were not able to always access their applications everywhere. This is when technological advances come to play their role again, by making it possible to implement internet access in places where people couldn't even imagine some decades ago, such as trains, busses, cruise ships and even planes. All these ways of permitting the access to internet in various means of transport is also

presented in this paper, together with a brief technical explanation of how it actually works. All these applications and processes that make the constant gathering of information possible, aim to ease tourists' life. But are they really "easing" it? Or they are actually making it more complicated? At the end of the paper, this query is also approached, by bringing in arguments for both assumptions listed above.

**Key words:** tourism, mobile applications, Internet, flights, cruise ships

# TOURISTIC BUCHAREST BETWEEN OLD & NEW: REBUILDING THE HISTORY

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29

## **Abstract:**

Bucharest's history alternated periods of development and decline from the early settlements in 1459 when it was first mentioned as the "Citadel of București" until its consolidation as the national Capital of Romania late in the 19<sup>th</sup> century. After the establishment of communism in Romania, the city continued growing. New districts were constructed, most of them dominated by tower blocks. During Nicolae Ceaușescu's leadership (1965–1989), much of the historic part of the city was demolished and replaced by "Socialist realism" style development where an entire historic quarter was razed to make way for Ceaușescu's megalomaniac plans. Nowadays, Bucharest's old historic centre is being restored. According to the Master-Plan for the Development of National Tourism 2007-2026, the national vision for development consists in transforming Romania into a quality tourism destination, based on its natural and cultural heritage. The regeneration of Bucharest's Historic Center it was one of the priorities included in the Sustainable Development Plan of Bucharest 2009-2012 due to its competitive and comparative advantages: the existent cultural, natural and architectural heritage, entrepreneurial environment and geographical position.

Given the existing tourism attractions and the investment in development of the tourist accommodation realized in the recent years, this strategy seeks that Bucharest to become an internationally recognized tourist destination for both business tourism and leisure tourism. To achieve this, the strategy was

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developed based on a set of priority areas (institutional framework, tourism attractions, tourism infrastructure and service quality, cultural heritage, issues of general interest, human resources and awareness, tourism marketing), for which were developed strategic objectives and actions.

Any local development strategy should involve “an examination of the past, an assessment of the present and a planning of the future” as crucial component of the planning process of the local community. Is the Bucharest prepared to cope with the challenge?

30

**Key words:** Bucharest, Romania, tourism, historic building

# MANAGING TECHNOLOGICAL CHANGE IN INTERNATIONAL TOURISM BUSINESS

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31

## **Abstract:**

Recent advances in technologies adjust the traditional business model in tourism, and it is expected to create new ones. The question is if companies could understand the benefit from becoming even more innovative and creative when it comes to their „smart” business strategies, in order to fully differentiate these efforts from traditional business operations. Even more, many of the traditional consumers, in the new context of ICTs development, have changed their buying habits and the consumption behaviour. They act different now, they changed the way of interacting with the others and with the business suppliers, and they also became more interested in taking part at the creation process. But are these the essential characteristics of the next generation tourists?

Going further, the infrastructure of the organization determines the readiness to respond to customer requirements. The new trends affect not only the shape of the offer, but also the design of the demand. As a consequence, customer relationship management and other fundamental information management systems are essential for businesses to scale-up.

In that respect, the discussions on these topics will enable an overview of the present status of the field and also it aims extending the methodological insights regarding what tourism suppliers may

act to understand better and react appropriate to the new technological changes.

**Key words:** tourism, technology, digital tourists, ICT, smart business, change

# THE ROLE OF SMART TOURISTS IN SHAPING THE FUTURE OF AVIATION SECTOR

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33

## **Abstract:**

Nowadays, terms like “innovation“ and “change” became part of the global tourism vocabulary, since both are central to improving business and destination competitiveness and as such, to improving the tourist’s experience. Creating unique and memorable experiences for consumers represents a dominant concept in the tourism industry. In recent years, it has become critical for the tourism providers to find innovative ways to differentiate their services and products and to create memorable and valuable experiences for the tourists.

In that context, the impact of technology is remarkable in the aviation sector. The recent research shows the way technology is designing the air travel business. The airlines priorities focus on enhancing the passenger experiences, and they are also very interested in improving business intelligence to better understand their operations and customers. Being an industry that is fast adopting the digital world, the aviation sector is making efforts to involve customers in their innovation processes. In order to improve the experiences, a lot of airports and airlines responded to the large number of passengers carrying smartphones, notebooks, tablets and e-readers by equipping seats with power and USB ports, or are looking at ways to integrate passengers’ own devices with the design of the seat.

The paper aims to identify the role of the passenger in the equation of aviation business – passengers – technology. Is he responsible for the change of business in aviation sector? Or, on the

contrary, the aviation sector does influence the behaviour and the habits of the customer?

**Key words:** aviation, smart tourists, technology, business, airport, experience, innovation



# CASH FLOW STATEMENT – TOOL FOR EFFICIENT MANAGEMENT OF THE FINANCIAL SITUATION OF THE ENTERPRISE

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35

## **Abstract:**

Dynamism of economic activity and changes in the regulations which it governs, cause sometimes substantial deviations between actual and expected financial situation of enterprises. One comes to a situation where enterprises provide a result in the profit and loss statement, drawn and conform to the current regulations, while experience shortages of cash. It is to clarify such facts and circumstances of annual financial statements of enterprises targeted nature of the cash flow statement. Significant differences occur between the time when cash flows are reported in the accounts, on the one hand, and the time in which they occur, on the other. Structural changes and inflation processes in economy cause the natural need to be monitored over time, since the impact of these external factors is reflected more quickly in the information presented in the cash flow statement rather than in the content of the profit and loss statement.

**Key words:** cash flow statement, analysis, control, market economy, management of the enterprise

# THE MOTIVATION PROCESS OF HUMAN RESOURCES WITHIN AN ORGANIZATION

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## **Abstract:**

One of the basic conditions leading to increased competitiveness in today's business organizations is the motivation of human resources. Motivation is not just a theoretical concept, an end in itself, but a more insistently valuable tool used by managers to achieve higher performance and achieving the optimum cost and quality. A research on the motivation of human resources, made in SC Alvvimar Comimpex S.R.L, aimed to analyze the structure of staff, level of remuneration and the role of motivation in enhancing employee performance. The research method used in this case was a survey, using as a tool for investigation and collection of information the questionnaire and interpreting the results with Statistical Package for the Social Sciences method. With this reaserch, we tried to enhance the use of motivation as a main managerial method to achive individual and organizational efficiency and competitiveness.

**Key words:** motivation, human resources, performance, efficiency

# M-TOURISM EDUCATION FOR FUTURE QUALITY MANAGEMENT

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## **Abstract:**

Tourism is the main income source of revenue in GDP in many countries. For 2012 the relative contribution of tourism in GDP in Croatia was 11.9%, in Greece, 6.5% and in Romania was 1.5%. The tourism industry is characterized by high level technology, qualifications of staff and quality management. Increasing the quality and productivity in the industry is achieved through education and certification of workforce. Nowadays due to advanced technologies and permanent lack of time the education is done more and more through mobile device. The characteristics of the processes of education using computer applications based on mobile technologies and security requirements for M-Learning systems are presented. It constructed a metric to determine the behavior of information applications in tourism education.

**Key words:** tourism, mobile learning, quality management, security

# AFFILIATION TO HOTEL CHAINS: INDIVIDUAL HOTEL'S PERSPECTIVE

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## **Abstract:**

The paper analyses hotels' view point in relation to the affiliation to hotel chains. The sample includes 146 hotels - 36 current chain members, 7 former chain members and 103 independent hotels. Data are analysed via ANOVA, Tukey's HSD test and t-test. Results reveal that independent hotels systematically overestimate the advantages gained by hotels through their affiliation to a hotel chain. Franchise and management contract are perceived as most suitable types of affiliation to a chain. The main factors influencing the choice of a type of affiliation include: hotel owner's willingness to keep operational control, managerial experience and skills, contract termination terms and competent consultations provided by the chain. The major preferred attributes of the chain have been reported to be: brand awareness, brand image, clear contract terms, and flexibility towards the local market.

**Key words:** hotel chain, independent hotel, affiliation, brand awareness, flexibility

## SOCIAL ENTREPRENEURSHIP IN EU REGION

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39

### **Abstract:**

Social entrepreneurship has recently received greater recognition from the public sector, as well as from scholars. Whereas a dozen years ago the concept of social enterprise was rarely discussed, it is now making amazing breakthroughs on both sides of the Atlantic, especially in EU countries and the United States. In order to promote a competitive social market economy, the Commission has placed the social economy and social innovation at the heart of its concerns. The EU's new social-entrepreneurship initiative will support the creation and development of social enterprises, including making it easier for them to obtain funding. This paper will analyse the impact of social-entrepreneurship over the EU business environment and the Europe's 2020 Strategy.

**Key words:** social entrepreneurship, entrepreneur; European Union

# ROMANIAN PUBLIC ADMINISTRATION – FUTURE PROSPECTS

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40

## **Abstract:**

The emergence of the European Union triggered a distinctive opportunity for the integration and convergence of legal cultures among the EU Member States. However, the constant disparities between Member States does not necessary mean an overall administrative convergence. This paper will analyze the present and future relations between Romanian public administration and the EU administration systems.

**Key words:** public administration, convergence, European Union

# ROLE OF TOURISM IN INCREASING OF PRICE OF LAND AND HOUSING IN IRAN (CASE STUDY: SHAHMIRZAD CITY)

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41

## Abstract:

Tourism industry is considered as the greatest and most various industry in the world. Most of these countries know this dynamic industry as main source of income, occupation, growth of private sector and development of infrastructure.

One of the old methods of investment in countries such as Iran have transitional economy, is buying land and house, sometimes is resulted to high profit and of course for this reason hustler's are very interested in this background. Nowadays buying and selling land in the areas with pleasant climate in our country is considered.

Since, Shahmirzad is a city with fair and desired environmental attractions is located in the border of deserted cities, mainly has special climatic position and these conditions are resulted to attraction of passenger, tourist for passing their leisure hours from Semnan and other cities of the area and from other provinces in hot seasons and with regard to these suitable conditions in the city buying land and housing also have been considered by most of residents of Semnan and cities around Shahmirzad by now.

The aim of present research is investigation the role of tourism in increasing price of land and housing in Shahmirzad city. By studying on price of land and housing especially in central area,

that gardens of the city are located in this area, we have concluded that role of tourism have caused in price of land and housing specially these prices in central and old areas are more expensive than towns around the city.

**Key words:** tourism, climate conditions, price of land and housing, Shahmirzad



# JOB SATISFACTION IN THE SERVICE ORGANIZATIONS IN SERBIA

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## **Abstract:**

In the service sector, human resource management is definitely one of the major factors of organization success. The purpose of this paper was to study the most important intrinsic and extrinsic motivation factors of job satisfaction in service sector in Serbia. Job satisfaction is very important issue in the service sector, regarding the fact that when the employees are satisfied with their jobs, they will give better service to their customers and in that way the level of customers satisfaction will increase as well. Job satisfaction theories were used as the basis for this research. Statistical techniques used in the study are descriptive statistics measures and statistical techniques of inference. Our overall conclusion is that employees in service organizations in Serbia are generally not satisfied with their jobs, and that there are opportunities for enhancement, but we have found no evidence of serious discontentment.

**Key words:** job satisfaction, intrinsic and extrinsic motivation factors, service organizations, Serbia

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# THE IMPORTANCE OF DIGITAL MARKETING. AN EXPLORATORY STUDY TO FIND THE PERCEPTION AND EFFECTIVENESS OF DIGITAL MARKETING AMONGST THE MARKETING PROFESSIONALS IN PAKISTAN

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44

## **Abstract:**

The purpose of this exploratory research is to present the perceptions towards Digital Marketing in Pakistan. This issue has rarely been addressed by the academicians and researchers in Pakistan and elsewhere. This study used digital marketing parameters to measure the awareness and effectiveness of digital marketing among marketing professionals in Pakistan. 200 marketing professionals participated in this academic exercise. Data was analyzed in many ways, a) through descriptive statistics b) summarizing the data using factor analysis. Four major perception groups were emerged from the analysis i.e., a) Skeptical b) Enthusiast c) Utilitarian and d) Parsimonious. The result suggests that professionals in Pakistan are more skeptical towards digital marketing tools and concepts. They do not fully understand the benefits of digital marketing in terms of growth and cost effectiveness. Finally, the limitations of the studies and findings are presented in study.

**Key words:** SEO, Google Analytics, META tags, blogs

# OPPORTUNITIES FOR IMPROVEMENT OF THE PRICING POLICY OF TRAVEL AGENCIES IN CULTURAL TOURISM

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## **Abstract:**

In recent years, tourist businesses in Bulgaria have shown a growing interest in cultural tourism. At this stage, this type of tourism is developing in a highly dynamic competitive environment. There is increasing competition between the established and the many new cultural tourist destinations, as well as globalization of tourism. Under these conditions, maintaining their positions in the tourism market has become very important for tourist enterprises. A major means for obtaining competitive advantages is the design and implementation of a pricing policy which is adequate to the market conditions and consumer demand. In this context, the purpose of the study is to explore and identify opportunities for improvement of the pricing policy of travel agencies offering products of cultural tourism. The analyses and conclusions on this issue are based on data from a survey of 23 travel agencies.

**Key words:** pricing policy, cultural tourism, travel agency

# THE ROLE OF SECOND LANGUAGE IN NEGOTIATING EMOTIONS AND IDENTITY

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46

## **Abstract:**

The paper, which is a part of a longitudinal study, deals with my own child's, Sarah's second language acquisition (SLA) with the special focus on how the child benefits from the strategic use of language in a dual (Hungarian-English) linguistic environment. The recorded data shed light on the interaction between her two languages focusing on communicative intentions and her identity transformations in the dual language acquisition process. The recorded discourse pieces reveal the evolution of her acceptance of the shared interpretation of language separation. I apply a functional analysis of her oral language production, drawing on the data retrieved from the structured retrospective interviews I conducted with her to find evidence of her motives in appeals to second language (L2). While analysing my dataset I identify patterns in her using L2 as a complementary set of linguistic forms to differentiate shades of meanings and negotiate her identity.

**Key words:** communicative intentions, identity transformations, dual language acquisition, language separation, a complementary set of linguistic forms

# THE ROLE OF STRATEGIC FLEXIBILITY IN MINIMIZING RESPONSE UNCERTAINTY OF PERCEIVED RISKS FACING MANUFACTURING SMES IN PAKISTAN

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47

## **Abstract:**

The performance of manufacturing SMEs has declined in Pakistan. The task environment of manufacturing SMEs in Pakistan was studied for two main purposes: to identify the perceived environmental risks and to investigate if response uncertainty is a major issue for management while dealing with perceived risks. In the context of Pakistan, this study maintains that higher level of response uncertainty in task environment creates the condition to adopt more flexible structures, practices and strategies. To assess the existence of response uncertainty, three dimensions of uncertainty: state, effect, and response were examined in four manufacturing SME clusters. 65 semi-structured interviews were conducted with senior level managers and owners of the manufacturing SMEs. Analysis of the data demonstrated that the situation of state and effect uncertainty is not so alarming, but, the major problem for management to deal with perceived risks is response uncertainty. This article suggests that adopting flexibility in different organizational constituencies like structure, functions, HR practices, marketing, and most importantly in management will provide appropriate ways to ameliorate response uncertainty and deal effectively with perceived environmental risks. This modified

ontology provides better application of flexibility in manufacturing SMEs in Pakistan.

**Key words:** uncertainty, flexibility, task environment, manufacturing SMEs, Pakistan

# THE PREDICTOR OF AFFECTIVE COMMITMENT TO CHANGE: ATTITUDE VS INDIVIDUAL READINESS FOR CHANGE

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## **Abstract:**

The objective of the study is to identify the correlation and contribution between Attitude toward Change, Individual Readiness for Change and Commitment to Change, also to identify which variables that have contributed more to Commitment to Change. This paper based on the empirical research (N = 54), that was conducted in a financial company in Jakarta, Indonesia that was conducted some changes in their organization. Data was collected using 3 scales namely Attitude Toward Change (ATC), Individual Readiness for Change (IRFC) and Affective Commitment to Change (AC2C), and were analyzed using Multiple Regression Analysis. The result of the research showed that both ATC and IRFC have positively significant correlated with C2C, although IRFC is slightly higher than ATC.

The results of this research contribute the theory about change management, especially about individual acceptance of change, individual readiness for change and its relation with Commitment to change. Result can be used for change implementation, in which management needs to develop Individual Readiness for Change, in order to achieve Commitment to Change.

**Key words:** Attitude toward Change, Commitment to Change, Individual Readiness for Change

# THE ROLE OF LEADERSHIP & READINESS FOR CHANGE TO COMMITMENT TO CHANGE

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50

## **Abstract:**

Organization has to change and it needs commitment of the employee. The purpose of this paper is to identify the role and contribution of Change Leadership (CL), Organizational Readiness for Change (ORFC), and Individual Readiness for Change (IRFC) to Commitment to Change (C2C). This paper based on the empirical research about commitment to change in a construction company in Indonesia. The research used 4 scales as mentioned above, those are: C2C, IRFC, ORFC, and CL. Discussion will be based on the concept and findings. The results (N=186) showed that there was positive and significant correlation between Readiness for Change with Commitment to Change. However, the study also showed that Change Leadership solely had not correlated significantly with Commitment to Change. The findings will enrich the study about the contributions of Change Leadership, Individual and Organizational Readiness for Change to Commitment to Change. This paper contributes to the knowledge and implications of organizational change, as the management will understand the variable that has the strongest impact to the Commitment to Change.

**Key words:** Organizational Readiness for Change, Individual Readiness for Change, Change Leadership, Commitment to Change

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# THE ROLE OF THE COMMERCIAL SERVICES IN ROMANIAN INTEGRATION INTO THE EUROPEAN ECONOMIC STRUCTURE

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51

## **Abstract:**

Globalization and trade liberalization have led to increased competition between countries, regions and companies. In the era of globalization, companies realize slower constraints arising from the change in the conditions of entry into new markets and the emergence of new business models centered on information technology.

The present paper will describe the role of the commercial services in Romanian integration into the European economic using a collection of statistical data and reports.

**Key words:** trade, commercial services, travel, transport

## RESEARCHING ROMANIAN TOURISTS' OPINION REGARDING 'PRICES IN TOURISM'

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### **Abstract:**

'Prices in tourism' represent a very delicate and difficult subject if you think that a single service can have at least ten different prices in and out of tourism season.

In particular for this industry, tourism services quality need to be considered in the light of price. Why? Because the tourists often accept that a better quality product will cost more.

The present paper is about researching Romanian tourists' opinion regarding 'prices in tourism' and offers practical solutions for improving the quality-price report for the Romanian tourism services.

**Key words:** tourism, prices, tourists, quality-price report

## GRAHAM SWIFT'S *LAST ORDERS* – OF VARIOUS JOURNEYS

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53

### **Abstract:**

The title of the paper is given by the title of Graham Swift's novel, followed by a comment pinpointing the most prominent aspect in it, which is analyzed from the perspective of cultural studies. We deal with the manifold material or symbolical journeys accomplished or attempted by Swift's characters. Considerations on stability and nomadic tendencies try to explain behavior attributing certain attitudes to characters in connection with the generation they are part of. The space of the car plays an important part in the definition of individual identity, and we try to observe which drives of one's personality it can fulfill. Starting from the physical expedition endeavored by Jack's friends, the paper touches upon the subtle ones (of, for instance, life towards death), to the purpose of seeing how they contribute to the construction of identity for the fictional characters involved, and, why not, for the real people and their own travels of all kinds, which they mirror.

**Key words:** journey, identity, stability

# INSIGHTS INTO BEING SOCIAL AND/OR SOCIAL BEING IN GRAHAM SWIFT'S WORLD

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54

## **Abstract:**

This paper is part of a larger study that analyses, by resort to cultural studies, the way identity is constructed in relation to various spaces in Graham Swift's fiction. The social sphere, where people interact while embracing roles, is considered to be one such "space" or arena. The individual is not a monad, but the resultant of the surrounding realities. Concepts taken from Bourdieu's theory of social games and his *habitus* equation are relevant, along with those of Goffman's social stage theory. We can signal two types of influences on Swift's characters. One is a broader context, of mentalities, in which concepts such as "self-occultation" or "adiaphorization" express haunting worries, along with the problem of confronting death. The other is the social realities that characters deal with – the post-war welfare state and progressive individualism towards Thatcherism. Torn between opposite tendencies, towards estrangement, on the one hand, and relationships, on the other, the characters use and abuse the positions that they occupy.

**Key words:** identity, social interaction, ambivalence

# CASE STUDY USE IN UNIVERSIY CLASSES

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## **Abstract:**

A case study, tells a story of interactions in an organization that exists in the present time, or has existed in the past. Parts of the case may be fabricated to allow access to the problems or successes that the organization has had. Such cases have been used in university classes for more than 100 years and aid in presenting to students access to ongoing situations that show the use of theories taught in lectures and thus aid in understanding how theory relates to practice in life. Usually, there is a serious problem that students should identify and through their research be able to present solutions to the problems. In most case usage, students will be assigned to teams to work together on solutions, and then to present their solutions either orally or in writing for their professor to critique and give the students additional insight about the case. The intent of the team arrangement is to get all of the team members to work together to find a solution.

**Key words:** Case Study, Case Teaching Method, Interactive Teaching & Learning

# REUSE OF TECHNICAL AND INDUSTRIAL HERITAGE AS A VECTOR OF CULTURAL REGENERATION

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56

## **Abstract:**

The aim of this paper is to analyze preservation and capitalization of technical and industrial heritage in Romania. The reuse of industrial facilities – especially cultural reuse – may act as a genuine challenge meant to reflect the variety of the means to capitalize on industrial assets. Reuse has the role of putting a building to best use, economically speaking, as well as extending its existence. Two types of case studies have been used during the study: the first includes several examples of good practice in the cultural reuse of the industrial heritage in Romania. The second set of examples is grouped into a set of suggestions, made by the authors of the study on cultural reuse of the industrial heritage. The suggestions have been made after taking into consideration several criteria. Of particular importance in the decision to suggest the cultural reuse was connected to the analysis of the building's interior configuration and the degree of the building's suitability to cultural transformation. The selection encompassed industrial buildings included on the cultural-heritage list and part of several categories of industrial heritage (a proto-industrial asset: the water-powered mill, a mining facility or an electricity-generation facility, etc.) whose reuse may take various forms (from museum space to industrial-culture centers, libraries, archives, etc.).

**Key words:** technical and industrial heritage, cultural, buildings

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# MODELING AND OPTIMIZING THE BUSINESS PROCESSES USING MICROSOFT OFFICE EXCEL

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57

## **Abstract:**

Business process management is a management approach based on aligning all the company's activities along with the customers' needs and wishes. It is a method that promotes the company's efficiency, but in the same time leaves an open place to the innovation, flexibility and integration with other software applications. Business process modeling is trying to continuously improve the work processes within a company. Business process modeling helps the companies to be more efficient and more able to change than the companies that are based on a traditional hierarchical management.

**Key words:** modeling, simulation, optimization, business, Excel

# THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE RELATIONSHIPS

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58

## **Abstract:**

The aim of this research is to underline the overwhelming role of organizational culture in several departments of the International Hotel, because we all are born in a culture, we form and stabilize in a cultural horizon, we're alike creators and receivers of cultivation. As a methodological tool in the conduct of the survey I have used a model for the assessment of organizational culture, The E. C. O. System, by Ticu Constantin. The questionnaire carried out includes 57 questions of which 52 questions structured in the 13 dimensions analysed and 5 questions that include identification data. This questionnaire will help to determine the organizational culture and to evaluate it through the behaviours that employees show and the way in which they perceive their match with the organization to which they belong and fulfil its expectations.

**Key words:** organizational culture, questionnaire, employee, management relations



# THE INDUSTRY OF SMILES COMMUNICATION AMONG DEPARTMENTS

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59

## **Abstract:**

As we know, hotel industry is a complex industry which is developing day by day, the expectations are higher and higher and the staff who is working in a hotel should be very well prepared to deal with every type of customer.

Communication between departments is essential, especially for the Front Office department, which is also called the "Skin" of the hotel, because is the first department clients are dealing with. This is the main reason departments should be always in a tight communication and resolve problems which appear every moment.

Essential for people who are working in a hotel, especially for the front office department, is to receive as a feed-back a smile from the clients, before they leave the hotel. The reality is different, from moment to moment problems appear, because of the lack of communication between departments.

**Key words:** communication, hotel industry, reception, Reservation Department

# VISITOR PERCEPTIONS OF THE ROLE OF TOUR GUIDES IN NATURAL RESOURCE MANAGEMENT AND SUSTAINABLE TOURISM

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60

## **Abstract:**

Undoubtedly, development of sustainable tourism activities is closely related to the protection of natural resources. Protection of natural resources is an important issue that should be taken seriously by the communities. Natural resource management includes sharing all the necessary responsibility for the purpose of protecting natural resources, ensuring the sustainability and leaving it to the next generation. This paper aims to explore the visitor perceptions of tour guides to contribute to the protection of natural resources by educating their customers through interpretation and modeling environmentally appropriate behaviors. Also it examines the potential role that tour guides can play in natural resource management and sustainable tourism. The survey has been conducted in Turkey. The questionnaire and role attributes have been developed based on a review of the literature, particularly the work of Cohen (1985), Weiler and Davis (1993) and Randall and Rollins (2009). Data have been collected using two approaches. (1) The pre-trip questionnaire has been asked guided visitors to rate the importance of various attributes of the role of their guide. (2) The post-trip questionnaire has been asked guided visitors to rate the performance of these same attributes. The findings have been discussed within the natural resource management and sustainable tourism approaches and important assessments and

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recommendations have been made about the direction and quality of the policy and planning towards the tour guiding in natural resource management.

**Key words:** visitor perceptions, tour guides, tour guides' roles, natural resource management, sustainable tourism, importance-performance analysis

# DARK TOURISM – A NICHE SEGMENT FOR THE ROMANIAN TOURISM

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62

## **Abstract:**

In the last decades dark tourism has become a significant niche segment of world tourism. Locations marked by the occurrence of catastrophic natural events have attracted a large number of tourists, as well as different sites related to the production of mass massacres or genocide. In the international literature, references are frequently either to destinations such as the Sixth Floor in Dallas, Texas (Foley and Lennon 1996) or visits to cemeteries around the world, either because members of family were buried there or because there are graves of celebrities (Seaton 2002, Alderman 2002), about the Holocaust (Ashworth 1996), a famous prison (Strange and Kempa 2003), or places related to the practice of slavery (Dann and Seaton 2001). The diversity of these places is so high that it is quite difficult to cataloging them.

After the terrorist attacks of 11 September 2001, a significant number of tourists headed to Ground Zero in New York with different motivations. Also, Thailand and Indonesia have been a place of pilgrimage after the passage of the 2004 tsunami. In the same context, the death of Princess Diana has attracted a large number of tourists in London, arrived in sign of respect and to pay homage to it.

The human mind is complex. Why tourists are attracted to these places is still a subject of intense discussion by experts in the field of tourism. It may be a feature of the current period or it might

have reasons related to local history, or with the lost of loved ones etc.

In Romania there are a few such places that may be included in package tours and have enough potential to attract a greater number of tourists. Such places are Merry Cemetery in Sapanta, Bellu Cemetery in Bucharest or Sighetul Marmatiei Prison, one of the dark prisons of communism, especially used for the extermination of the Romanian elites, both cultural and national and religious. Tourists are more attracted to such places mostly out of curiosity, although for most of these places stir up bad memories.

63

This paper aims to analyze the potential for development of dark tourism in Romania and which are the possible destinations for this. Is there a market for this segment of tourism in Romania? Who could be potential tourists?

**Key words:** dark tourism, dark places, Romanian potential, dark destinations

## HEALTH TOURISM IN ROMANIA – EVOLUTION AND FUTURE

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64

### **Abstract:**

Health tourism has always been the main type of tourism in our country, due to the large number and variety of natural resources. Romania has a lot of natural resources that can be used for health tourism. Actually, the Romans visited us to use the mineral waters from the west part of the country (Băile Herculane or Sângeorz Băi), and Napoleon III used to send his people to bring to him mineral waters from Călimanești-Căciulata, because he thought that this waters were magical. There are so many health resorts in our country, but unfortunately many of those were abandoned and there were no investors interested in their restoration.

Economic, political and social context in our country after 1990, decreased income, wear and tear reception capabilities and of the equipment used in spa cure, low foreign investment in Romanian tourism, led to a reduction efficiency of health tourism. This was reflected in the tourism statistics for the health tourism. In this paper the authors make a brief description of the Romanian health tourism and some proposals for reviving this type of tourism, once recognized throughout Europe.

**Key words:** health tourism, natural resources, tourism statistics, investments

- RAU 2013\_International Conference
- MANAGEMENT, LEADERSHIP & INNOVATION TOWARDS A BETTER
- CHANGING WORLD <http://mlibcw.rau.ro>

# AN OBJECTIVE OVERVIEW – THE ABSORPTION RATES OF STRUCTURAL AND COHESION FUNDS IN ROMANIA 2007 – 2013

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65

## **Abstract:**

At the end of 2007 – 2013 Multiannual Financial Framework, it is obvious that European funds are considered a very important opportunity and, in the same time, a reliable source of alternative financing for all European Union (EU) member states, especially for Romania.

Taking into consideration that, lately, Romania is making important steps to increase the overall absorption rate through European Commission support for unlock all operational programs, reducing the bureaucracy and ensuring the amounts required to pay beneficiaries, I considered that such a topic would be an interesting one and I developed an analysis regarding the absorption rates of Structural and Cohesion Funds in Romania based on the absorption rates for all seven operational programs.

**Key words:** cohesion, European funds, Europe 2020 Strategy, operational programs, sustainable development

**EUROPEAN UNION'S PRIORITIES  
FOR THE NEXT MULTIANNUAL FINANCIAL FRAMEWORK 2014  
– 2020  
IN ROMANIA**

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66

**Abstract:**

The European Union (EU) budget is one of the most concrete instrument in order to boost investments. In some of European regions, the EU budget is the only way to get public investment because there are not enough sources at national level.

In this context, the 2014 – 2020 Multiannual Financial Framework it's a spending plan that translates the European priorities into financial terms and draws the basic lines for the annual budgetary exercise. It sets the maximum annual amounts which the EU may spend in different political fields for the benefit of 500 million Europeans.

For Romania, the priorities from the next Multiannual Financial Framework are considered a crucial issue regarding the sustainable regional development that is both needed, and desired.

**Key words:** cohesion, European funds, Europe 2020 Strategy, multiannual financial framework, European priorities.



# DEVELOPING AN ORGANIZATIONAL CULTURE BY SETTING UP A QUALITY MANAGEMENT SYSTEM

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67

## **Abstract:**

Organizational Culture and Quality Management are in close connection. An organization which has a lack of an internal model, which is intended to determine the values, schemes of thought, action and speech in an organization; the policies, and principles of management of quality may not be applied efficiently. The culture of a company can be analyzed only in the context of the country in which it is located, and the method by which the company will cover the concept of the quality also depends on this aspect. To see better connection between these concepts, I have studied the model proposed by Professor Daniel Denison and I applied it in the framework of a Romanian company from the hospitality industry, with the aim to observe through the four dimensions of the Denison Model, the evolution, the degree of understanding and application of the essential parameters of an organization in order to develop the quality and performance of the organization. After the research made after the Denison Model, the company analyzed can be placed in a global reference and there could be identified the weaknesses of the company, so they can be improved.

**Key words:** organizational culture, quality, performance, the Denison Model

# CONSIDERATIONS REGARDING THE SIZE OF INNOVATIVE ORGANIZATION IN THE KNOWLEDGE ECONOMY

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## **Abstract:**

In the knowledge economy innovative and creative entities are potential successful actants. This is because the basic characteristic of organizations in the context of the knowledge economy is innovation. Organizations that are currently developing are those in which the entrepreneurial spirit and creativity manifests. An analysis of successful organizations revealed that innovative entities have certain dimensions that can be not only identified but also quantified, which contributes to creating a successful organization in the context of the knowledge economy. Obviously, the premise of the study is that innovation is a complex organization of people who have high capacity for innovation, the synergy created conferring specific characteristics to that legal entity. Conducted analysis revealed that innovative organizations are not devoid of traditions and customs, but contrary, their major role is to provide the foundation of innovation mechanisms developed within legal entities, elements of organizational culture.

**Key words:** organization, innovation, creativity, knowledge, organizational culture

# INTERPERSONAL COMMUNICATION SKILLS, AT THE ORGANIZATIONAL LEVEL, RELEVANT IN THE CONTEXT OF GLOBALIZATION

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69

## **Abstract:**

The approach of organizational issues as communication problems are at least one trend in era of the knowledge economy. The globalization process greatly contributes to consider the communication both as a source and as a solution to the problems faced by legal entities. The conducted study reveals, however, that interpersonal communication skills make the difference between success and failure of organizational communication. Premises of interpersonal communication skills analysis reveals complexity of organizational communication in the context of globalization; identify opportunities for analysis of the communication in an organizational context and symbolic dimensions of communication highlights the importance of the legal entity. The study also identifies effective models of communication behavior as a result of the manifestation of interpersonal communication skills relevant to the knowledge economy.

**Key words:** skills, interpersonal communication, organizational communication, globalization, knowledge, relationship

# A ROMANIAN PERSPECTIVE OF INTERNATIONAL BUSINESS NEGOTIATION

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70

## **Abstract:**

Proper preparation of international business negotiation is an important factor for having success in a foreign market and in establishing long-term relationships. When negotiate in a foreign environment, international negotiator must be aware of the cultural context and has to be prepared to develop a cultural profile for each country or region with which he or she does business. Romania offers a lot of opportunities for international investors due to its economic potential, geographic location and many more. The purpose of this article is to emphasize some of the Romanian values and behaviors associated with international negotiation and to describe how Romanians usually negotiate.

**Key words:** negotiation, cultural context, international business

# FINANCIAL MARKETING CHALLENGES FOR THE ROMANIAN MARKET

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## **Abstract:**

The reason I choose to analyze this issue is the fact that the proper functioning of the market economy is based on a solid and profitable banking financial system.

The experience of the last 20 years in corroboration with the global financial crisis shows that banks in our country must face the challenges coming from both the international market and especially the national market. In this context, it becomes increasingly clear that to obtain a good market positioning (which will automatically lead to increased turnover and hence profitability) is needed in more than one marketing innovative, appropriate to market conditions. Traditional marketing seems to be overtaken by technological development, which is why we need a revival of the marketing system. The contribution of marketing department is vital to the success of the bank.

**Key words:** banking system, financial marketing

# EVOLUTION OF THE INNOVATIVE SERVICES AND THEIR ROLE IN ECONOMIC DEVELOPMENT OF ROMANIA

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## **Abstract:**

Innovative services refer to those categories of services, due to the scientific and technical progress, namely the new economy, information economy, representing a relatively new concept that we are trying to define by this work. It also raises the question: “To what extent innovative services help clarify the leadership of the tertiary sector in the Romanian economy?” And “how default tertiary sector contributes innovative services to growth?”. In order to achieve a vision of innovative services and how they can revolutionize the entire tertiary sector of Romania, in search of an answer to the two questions we use several indicators to help us understand how they evolved and how they have contributed innovative services to growth more precisely: employees in research and development of the business environment, economic activities and by occupation, researchers from the research - development, by sector of performance, typology of innovators, the turnover of innovative enterprises, the activities and size of the trade in services, etc.. In this sense we will use statistics provided by the National Statistics Institute but also by other bodies which surveyed in this sense and of course bibliographical works which have debated this very interesting and current topic.

**Key words:** innovative services, tertiary sector, Romanian economy

## **INNOVATIVE WAYS OF FINANCING SOCIAL ENTREPRENEURSHIP**

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### **Abstract:**

Social entrepreneurship is not new, but it is getting momentum. Social innovation that could be delivered by social enterprises, should be seen as a way to improve the welfare of communities and to foster sustainable growth. This is becoming more important with the financial and economic crisis dramatically affecting our world. Even if it is not new, the concept of social entrepreneurship is still searching for the proper definition and boundaries. Going deeper, if we look at the issue of financing opportunities for social enterprises we realise that there is a lack of literature regarding it. Some of the financing routes that are traditionally available to businesses are also available for social entrepreneurs, with extra challenges for the latest. What is interesting is that there are some advantages for social entrepreneurs, as they could use new ways of financing that might not be available for other businesses. This paper is addressing few innovative ways to finance social enterprises, taking account of new trends and developments that can shape social entrepreneurship.

**Key words:** social enterprise, social entrepreneurship, financing entrepreneurship, social innovation

# THE INTERNATIONAL TOURISM MARKET BETWEEN CONTINUITY AND CHANGE – THE CASE OF ROMANIA

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## **Abstract:**

In the case of full economic crisis, in the 2012, the international tourism industry has registered a historical record: over a billion international tourist arrivals. In Romania, even though it has a growth trend, the incoming circulation is ranked at a very low position (approximately 1.6 million foreign tourist per year).

In this context, this study analyses the main continuity and changes elements developed in the recent years on the traditional active markets (source) for international tourism: ranking the main countries of tourists 'origin and the substantial alterations reported in the last decade; the various evolutions of demand for the international tourism and realizing specific typologies. Also, there are evaluated the promotion efforts of Romanian tourism on the international market and in the end, strategic priorities for short term are highlighted.

**Key words:** International tourism market, outbound tourism, tourism import, tourism balance, international tourism expenditure



# THE IMPACT AND PERSPECTIVES OF THE E-TOURISM AT A GLOBAL LEVEL

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## **Abstract:**

The tourism has become one of the largest industries in the world and its development shows a continuous grow every year. The World Tourism Organization estimates that until 2020 the arrivals of world tourists will increase by up to 200%.

This way, the tourism has become an economic branch extremely competitive. Its competitiveness is no more natural, it is leaded more and more by science, information technology and innovation.

**Key words:** e-tourism, e-tourist, e-information, e-booking, electronic commerce

# THE CUTTING EDGE BETWEEN THE MASS AND LUXURY TOURISM

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## **Abstract:**

Observing the tendencies of the international tourist market through the last few years shows some changes in the behavior of the real and potential tourists. These changes are significant and reflect on all participants of the process of forming and realizing the tourist product – the suppliers of the tourist package, its manufacturers and distributors. In this new situation, new, higher requirements are brought up to the indicators for steadiness, diversity and quality, ensured from the tourism industry. The initiated surveys on the international tourist market show that despite the worldwide recession, there is one area of the tourism market that is rapidly expanding. That is the upscale or luxury market.

Interesting, however, is that despite the importance of the luxury market, there is no one definition. There is also a lack of one common definition for luxury travel. Noting this fact, the current report focuses on the attitudes of the younger generation, their relation to luxury in general and in particular to luxury travel and tourism.

**Key words:** luxury trends, tourism, travel

# THE ROLE OF INTERNATIONAL ORGANIZATIONS IN THE GLOBAL ECONOMIC GOVERNANCE – AN ASSESSMENT

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## **Abstract:**

The challenge of international organizations and their role in the global economy remains in the midst of global economic governance approach, although it seemed utopian at first and regarded as too ambitious in redefining the international system. This paper aims to underline and reassess the role of international organizations in the new paradigm of global economic governance. The approach is a more theoretical one, with emphasis on results and future research. The key results are related to some aspects of redefining the global economic governance in terms of international organizations. The main added value is the pragmatic approach of the role of international organizations and its formal relationship with the global economic governance.

**Key words:** international organizations, legitimacy, paradigm, global economic governance

# BUDGET OF THE EU FOR 2014-2020. RESULTS OF THE NEGOTIATIONS IN THE LIGHT OF THE POLISH AGRICULTURE INTERESTS

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78

## **Abstract:**

The objective of the paper is to present the results of negotiations on the EU budget for 2014-2020, with particular emphasis on the Common Agricultural Policy. Authors indicate the steps for establishing the budget, from the proposal of the European Commission presented in 2011, ending with the draft of UE budget agreed at the meeting of the European Council on February 2013 and the meeting of the AGRIFISH on March 2013 and then approved by the political agreement of the European Commission, European Parliament and European Council on June 2013. In this context, there will be an assessment of the new budget from the point of view of Polish economy and agriculture.

**Key words:** EU budget, Common Agricultural Policy, new financial perspective, Polish agriculture

# REINVENTING PASSENGER SERVICE IN AIRPORTS: TRANSITION FROM FULL SERVICE TO NO SERVICE?

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79

## **Abstract:**

In an era where technology changes people's way of living, airports are struggling to exist and cope with a continuously increasing demand. New routes are opening, the capacity of the aircrafts grows, the number of passengers also. The terrorist attacks which shook the airline industry during the last years, change the approach to security and have an impact on airports and on the passenger experience. It is becoming clear that a change is necessary to improve the airport experience from all points of view. To recognize the needs of the modern passenger, it is necessary to understand his typology. An analysis was conducted, based on the way technology changed the evolution of the human character, with emphasis on the Y and the Z Generations. These generations have a strong communication with the digital world. For them, self service is the key to a pleasant passenger experience.

Still, what is the limit between self service and no service? Is passenger experience leading towards no service? And how will these changes be accepted by other generations and some cultures?

Technology will be the main component of the future but are airports prepared for this? In a developing world of automated self service, will they be able to offer a back-up plan in case of a technological failure of a system of this size?

This paper focuses on the way technology reinvents passenger service in airports. The causes of the evolution of passenger service were analyzed. The analysis concentrated on 2

aspects: the actual state of the passenger experience today, especially the problems that airports are confronting with and the evolution of the human behavior, with emphasis on the characteristics of the Y and Z Generations.

**Key words:** SST, technology, airports, biometric, Millennials

# SMART TECHNOLOGY – A SOLUTION FOR ROMANIAN TOURISM

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## **Abstract:**

Romania is an emerging country from both economically and especially touristic. Our country has an unimaginable touristic potential, that a few countries can boast, but inadequately capitalized. To draw attention of foreign tourists and not only, an efficient way would be to use a modern method and what can be easier than applications for smart-phones, tablets, etc. and QR codes.

Nowadays, access to information is best done through smart-phones and tablets, especially with applications running on them. It may happen that a person to use for the first time an application that promotes destinations and to really like that and also to recommend it to family and friends and thus to develop increasingly more. Without realizing, that destination will enjoy a great popularity. Smart mobile applications are the ideal solution to keep people updated with different information.

This paper aims to provide a solution for the Romanian tourism development using the most used term, namely technology. The application could be created for smart-technologies and would contain a huge database that includes landmarks, events, tourist paths, restaurants, classified accommodation, options to get easily from one point to another. This type of application would make it easier for tourists arrivals, both business and leisure, in a certain region of the country.

**Key words:** smart-technology, application, tourism development, smart-phones, QR codes



# TOURISM INDUSTRY AND ECONOMIC DEVELOPMENT IN BULGARIA

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## **Abstract:**

The main objective of this paper is to study the influence of tourism industry on the economic development in Bulgaria during the period 1998-2013. Compared with other sectors in the country the tourism has been the main motive power of economic growth in the last fifteen years. Registering a significant growth rate, the tourism has contributed to improvement of the main economic indicators and therefore is considered as essential development generator. At the same time, tourism in Bulgaria is facing serious structural weaknesses, namely one-sided product mix, dependence on limited number of markets, high seasonality, low performance indicators, and extreme territorial concentration limiting the wider spread of its benefits, while significant part of tourism potential remains unexploited. The conclusion is that the growth of tourist industry and its contribution to the economy could not be sustained with the existing approach, which generates environmental, social and economic pressure. Serious interventions are required in order to ensure sustainable tourism development, to diversify products and markets, to improve tourism performance indicators and to encourage its wider geographical spread.

**Key words:** economic development, tourism, GDP growth

# INTERNATIONAL EXCHANGE IN HIGHER EDUCATION INSTITUTIONS FROM ROMANIA: CENTRALIZED PLANNING OR PRIVATE INITIATIVES?

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84

## **Abstract:**

International exchange has an important role in the internationalization process of a higher education institution (HEI) whether it is public or private and in most cases offers a clear picture of how things should be organized in order to have successful outcomes. International exchange is an important initiative for all other activities, such as: new partnerships, modern curricula, more international students and staff, better linguistic skills and cultural awareness. Many of the activities planned in the internationalization process are made through different projects that have at their core the international exchange mobility for studies or training and teaching or job-shadowing.

The study tackles the fact that private initiatives, set-up by different structures of a private HEI, are offering good quality international exchange opportunities for students and staff in comparison with centralized activities offered by public universities or national governing bodies. The result of the study brings to our attention the fact that independent and private-funding departments or centers from a private university are successful entrepreneurs that encourage international exchange initiatives in a far better way than their public owned counterparts.

It is relevant to be mentioned that focusing on international exchange represents a strategic option for a HEI, some of the reason are: institutional growth in the globalization process of education, developing a good image on the market for educational

services, creating a new set of skills for students and staff and international competitiveness for the beneficiaries.

**Key words:** international exchange, internationalization, higher education, private universities, public universities

# MANAGERIAL BEHAVIOR AND CORPORATE GOVERNANCE – VECTORS OF THE ORGANIZATIONAL OPTIMIZATION PROCESS

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86

## **Abstract:**

As organizations increase their size and reinvent themselves structurally and financially, acting globally, their managers must recognize that the task of leading an international company is different from managing a company operating only in one country.

The reality is that acting globally the decision maker should take into account several legal systems, tax systems and different accounting systems, to mention just some of the new elements of diversity occurred in the new entry markets.

From another point of view, Enron scandal, among other corporate scandals, submitted to harsh criticism the valences and the so-called fundamentals of global capitalism and corporate governance and has fueled numerous doubts regarding the correctness of the behavior of those who decide in multinational companies.

**Key words:** organizational optimization, managerial behavior, corporate governance

# HTML5 – AUGMENTED REALITY, A NEW ALLIANCE AGAINST THE OLD WEB EMPIRE?

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87

## **Abstract:**

The current paper presents the 2013 realities of the Augmented Reality paradigm in the context of the use of modern web technologies. The article starts with an educated summary, presentation style, of the present world wide recognized standards for Augmented Reality (AR) applications. I will not only present but also compare and comment on the current state problems, advantages, development directions and guidelines for AR web applications. The focus of this article is set towards the development and use of AR web applications especially for mobile devices like smartphones, tablets, special factor laptops or ultrabooks.

## **Key words:**

html5, augmented reality, canvas, videostream, web extras

- RAU 2013\_International Conference
- MANAGEMENT, LEADERSHIP & INNOVATION TOWARDS A BETTER
- CHANGING WORLD <http://mlibcw.rau.ro>

# THE TECHNOLOGICAL IMPACT ON THE ENVIRONMENT IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT IN ROȘIA MONTANĂ

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88

## **Abstract:**

The quality of the environment, both natural and man-made, is essential to tourism. However, tourism's relationship with the environment is complex. It involves many activities that can have adverse environmental effects. Many of these impacts are linked with the construction of general infrastructure such as roads and airports, and of tourism facilities, including resorts, hotels, restaurants, shops, golf courses and marinas, which involves technological progress. The negative impacts of tourism development can gradually destroy the environmental resources on which it depends.

However, on the other hand, tourism has the potential to create beneficial effects on the environment by contributing to environmental protection and conservation. It is a way to raise awareness of environmental values and it can serve as a tool to finance protection of natural areas and increase their economic importance.

This paper briefly presents the main problems facing in Rosia Montana, the Rosia Montana Gold Corporation project and its impact on the environment, local culture and Romanian economy and how can tourism sustainable development solve these issues.

The purpose of this paper is to analyse both positive and negative impact of technology on tourism development and to propose a few solutions for a sustainable long term development in Rosia Montana area.

**Key words:** sustainable development, cyanide exploitation, cultural heritage, alternative-tourism, destination management, ecology

# THE HR MANAGER – AT THE ROOT OF THE INNOVATION PROCESSES IN THE MODERN ORGANIZATION

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90

## **Abstract:**

Human resources management was a philosophy of governing people based on the assumption that human resources were of decisive importance for the achievement of business success of the organisation, as well as for the development of lasting loyalty and observance of the company policy and culture by the part of employees.

The importance of human resources management was critical for the organisation survival and success; therefore the HR departments (directorates) were assigned greater and greater significance. Of course, in order to provide efficient management beneficial for the individual, society and business, the HR managers should be functional experts and capable administrators, able to secure flexible directing and support of the new management practices and innovative process in the modern organisation.

The most recent researches on the Human Resources manager's influence on the organisation proved that it was almost equally strong both on the organization policy (31 %), as well as on the combination of organization policy and corporate strategy (55%).

**Key words:** human resources; HR manager; innovative processes



# THE IMPACT OF MOBILE APPLICATIONS IN TRAVEL & TOURISM

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91

## **Abstract:**

The present paper approaches an innovative form of tourism. More exactly, it depicts the advantages of a reliable “virtual companion” when traveling. My aim is to highlight through the present work how useful may smart phone applications be for any tourist that owns such a mobile device. Nevertheless, as technology has constantly evolved in the past few years, smart phone applications have seriously stand out for their helpfulness. Whether one is traveling throughout the country or outside of it, their phone’s application may give them priceless piece of advice.

However, the main focus of the present work is based on the importance that smart phone applications have in what concerns transport and accommodation issues as well as translation and tourism guidance.

The purpose of the present paper work is to outline my personal research in the tourism smart phone applications’ field. As a result, through this research I have come with the latest smart phone applications explained in order to be noticed and highlighted the importance of them for the modern traveler. What is more, not only the modern traveler may enjoy an easier guidance, but I also wanted to put a special emphasize over the fact that technology has brought by its evolution easier ways to access information of a particular place at any time, from any environment. So, no matter if driving, flying or just hanging out, the tourist can be updated at any point with the proper information.

In the end, I lightly sketched my own opinion about the research I have come up with as I consider that the facts I brought to your attention may speak up by themselves.

**Key words:** wi-fi, public transport, accommodations, social travel guide, historical monuments

# THE IMPACT OF NEW TECHNOLOGIES IN COMMERCIAL AVIATION

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93

## **Abstract:**

Commercial aviation technology has developed a lot since its first flight in 1914, a 23-minute flight between St. Petersburg and Tampa, Florida. In all this time, most of the technology in today's aircrafts was developed in the United States. Over the years, along with the increase in the number of people travelling, there has also been a rise in the number of airlines and flights, but everybody tries to differentiate themselves and, more importantly, to optimise their revenues.

The continuing concern about the impact of information and communication technology in recent years in the field of air transport has already shown some improvement and this paper explores the impact of new technologies which may allow interconnection between the departments of ticketing, outgoing and incoming from tourist agencies and the management of air transport.

**Key words:** aviation, onboard systems, technological impact, airlines management

# A METHODOICAL STUDY OF THE ROLE OF TRUST AT VARIOUS DEVELOPMENT STAGES OF VIRTUAL ORGANIZATIONS

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94

## **Abstract:**

Virtual organization (VO) is an outcome of technological advancements and the introduction of structural flexibilities in organizations. It is a temporary combination of internally independent parties to exploit the emerging market opportunities. The need to demonstrate extra efficiency in its limited life-span, geographical distribution of parties, lack of face-to-face communication, and the absence of complete information about partners working at a distance call for establishing trust-based relationship in virtual organizations. Almost all the researchers agree upon the importance of trust for virtual organization but its nature and role at various development stages of these organizations is still unexplored. Therefore, in this research we have conducted a methodical investigation to propose the models explaining nature and role of trust at various development stages of virtual organizations. The result of this research would help the members to formulate effective trust-based relationship that could ultimately increase the efficiency and performance of virtual organizations.

**Key words:** virtual organization, trust, development stages of virtual organizations

# CONSIDERATIONS REGARDING THE INTERNET PURCHASES BY INDIVIDUALS IN ROMANIA AND EUROPE

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95

## **Abstract:**

Internet and E-commerce have witnessed a continuous development in recent decades, the share of individuals who use this method to purchase goods and services in some countries in Europe reaching values exceeding 60 percent of the total population (Norway 71%, United Kingdom 67 %, the Netherlands and Sweden 66%). Moreover, in some age groups this percentage, exceeding 80 percent. Unfortunately, in terms of Internet use by individuals in Romania for making internet purchases barely exceeds 5 percent. From this viewpoint we are detached in last place in the EU. Based on an analysis of the evolution of the percentage of individuals from EU countries who make Internet purchases, this paper presents situation in Romania, compared to 10 European countries, of percentage of Internet purchases by individuals in the last three month and in the last year.

**Key words:** Romania, E-Commerce, internet purchases









