

CONTENTS

Let's Be Proactive in Crises.....	3
Cezar Scarlat	
Changing the Leadership Style in an Educational Organization	5
Alina Asimionesei, Dana Corina Deselnicu, Petruța Mihai	
Qualitative Outlook on Austrian Companies' Revenue on the Markets of „Next Eleven”	15
David Giegerl, Vito Bobek, Tatjana Horvat	
Innovating Business Models for the Circular Economy	28
Andreea Rotărescu, Bodgan Fleacă, Elena Fleacă	
Highway Lighting in the Conditions of the Energy Crisis.....	44
Patricia Mastan, Maria Prisacă	
Managing Business Risks for a Software Development Company	52
Iustina Costea-Marcu, Gheorghe Militaru	
Savings by Modification of the Operating Regime of the Turbines.....	60
Maria Prisacă, Patricia Mastan	

EDITORIAL

Let's Be Proactive in Crises

The crises arise from inherent problems in the economy and their negative effects are far more destroying for the economies. While macroeconomists, both supporters and critics, argue on the validity and limitations of the shareholder value theory, the company managers must fight the crisis and find solutions. As professor Richard Rumelt within the UCLA Anderson School of Management said in 2009, in order „to survive – and, eventually, to flourish – companies must learn to exploit it” [i.e. the crisis, which is an „opportunity in disguise”].

There are companies and company managers that perceive crisis circumstances as opportunities rather than threats: they take action, restructure their companies, adjust the product range, and get rid of ballast: sell less productive units, discontinue less profitable products, licence less talented people, even leaving too risky markets. In medical terms, the company illness is cured and these kinds of actions contribute to healing the economy overall. In other words, the crises have some positive effects too – if the company managers are strategically proactive and responsive.

Even failing early and fast to quickly recover and have a better start during post-crisis recovery is familiar to and used by many strategists. As an example (reported by the Economist back in 2009), UBS AG (Union Bank of Switzerland) cut staff dramatically while recruiting young professionals in 2008; as result, in January 2009, the bank's shares outperformed the index of European banks over the previous quarter. Hence: the importance of the responsiveness facing crisis prospective, and even crisis prediction.

However, talking about banks and their executives, it is worth mentioning that the shareholder-friendly executive pay was considered, by many scholars that published the results of their studies in the prestigious Harvard Business Review, „the most dramatic empirical finding in the corporate governance”, as result of the 2008-2009 financial crisis.

From the microeconomic standpoint, at the company level, the current global pandemic-caused crisis (another kind of „black swan” – to use Nicolas Taleb's metaphor) is a threat, and the company's strategies are challenged. However, while facing threats, the companies (their executives) behave differently, from being passive (making no decisions at all) to making excellent to „not-so-good decisions”.

Probably the best and best-known example of turning the threat of covid-19 pandemic into a business opportunity is the strategic decision made by several companies (not by all of them; only by the most entrepreneurial ones) – in the very early stages of the pandemic – to go online (from brick-and-mortar shops to online, virtual shops, as well as online promotion and online payment), forced by the mobility restrictions imposed by governments (lockdown, social distancing measures, etc.). The home delivery (of electronics, food and confectionery, clothing and toys, and alike), as well as the delivery service itself (courier service), have proved to be booming businesses.

Another excellent example is found in the education area. This coronavirus pandemic is „the largest disruption of education systems in history, affecting nearly 1.6 billion learners in more than 190 countries and all continents” (United Nations report, 2020). UNESCO recommended the use of distance learning programmes, educational e-platforms and open educational applications – to limit the effects of social distance administrative measures (i.e. disruption of the education process). Thus, this corona crisis is also an opportunity for accelerating the process of online education, by new technology investments in education.

Cezar Scarlat,

Chair of ISAB

ABSTRACTS

Changing the Leadership Style in an Educational Organization

Alina Asimionesei (1), Dana Corina Deselnicu (2), Petruța Mihai (2)

(1) Romanian-Finnish School, 59 Răsăritului str., Bucharest, Romania,

(2) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest,
Romania

ABSTRACT: The following study based on the leadership styles theory analyses the types of leaders that bring advantage to a Romanian educational organization. To evaluate these benefits, 82 employees from a private educational organization were involved: 21 employees having a leader status and 61 non-leaders. They answered two questionnaires with some similar points to identify to what extent were there benefits brought by the leadership system implemented in the organization. The study revealed that the employees believed the leadership system was necessary to the organization.

A proactive leader was defined by a well-balanced distinction, identifiable by every member of their team. Some of the skills that define this distinction are the following: professionalism, strategic thinking, and empathy. The study results show that a leadership system implemented in an educational organization leads to the improvement of its working areas due to its transparency and precision through which the organization is coordinated. An organization that has the purpose of employees' continuous development is going to be an effective organization. Such an organization chooses to follow a democratic type of leadership, through which the employees play a role in the decision process, feel valued, and take part in its development.

KEYWORDS: educational leadership, transformational leadership, benefits of leadership, leader traits

Qualitative Outlook on Austrian Companies' Revenue on the Markets of „Next Eleven”

David Giegerl (1), Vito Bobek (1), Tatjana Horvat (2)

(1) University of Applied Sciences FH Joanneum, Eggenberger Allee 11 Graz, Austria

(2) University of Primorska, Cankarjeva 5, Koper, Slovenia

ABSTRACT: The term „Next Eleven” (N11) was created in 2007 by Goldman and Sachs as a group of emerging markets with a high potential for future economic growth to become the new BRICS countries or have a similar growth development as the BRICS countries. These countries increased their share of the world GDP significantly from 2007 to 2019. On the other hand, Austria is considered an exporting nation, and the EU is the most crucial export partner with approximately 70% of all Austrian exports. This empirical study includes an analysis of six indicators for the N11 countries. Based on an analysis of the N11 countries, this study has identified the countries with the highest potential for Austrian exports. The highest potential within the N11 was identified for Vietnam, followed by South Korea and Turkey. The countries with the lowest potential for future Austrian exports are Egypt, Nigeria, and Iran. The implications are important for managers active in export-oriented companies.

KEYWORDS: Next Eleven (N11), Austrian companies' exports, Foreign trade, GDP per capita

Innovating Business Models for the Circular Economy

Andreea-Mihaela Rotărescu (1), Bodgan Fleacă (2), Elena Fleacă (2)

(1) BNP Paribas Personal, 46 Șos. Pipera Bucharest, Roamania

(2) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313 Bucharest, Romania

ABSTRACT: The purpose of this article is to analyze the opportunities offered by the business environment for companies that adhere to innovation while focusing on a business model that supports the circular economy. The circular economy is urgently needed in the business of the future. Living in the century of speed, under the threat of a climate disaster, the world economy is currently undergoing a major transformation and is subject to collective limitations, although it aims at indefinite growth, measured in GDP – an indicator that does not consider the quality of the economic activity. This study is not only a source of information for entrepreneurs or for anyone passionate about economics, industry or studying the problems of the environment generated by man but is also an urge to innovate, to conserve environmental resources, to support the circular economy, towards a green economy, towards a better life both for the present generation and for the future generations.

KEYWORDS: circular economy, innovation, new business models

Highway Lighting in the Conditions of the Energy Crisis

Patricia Daniela Mastan (1), Maria Prisacă (2)

(1) BSH Electrocasnice – Bosch, 19-21 Șos. București-Ploiești, Bucharest, Romania

(2) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

ABSTRACT: Through this article, we want to bring to the fore the fact that the number of road accidents on highways can decrease considerably when the lighting level is optimal and at the same time taking care of the environment. Highway lighting is a safe way to reduce the number of road accidents, and the use of photovoltaic panels for this purpose does not harm future generations by depleting limited natural resources. The low impact on the environment, the small carbon footprint and the size of the area with the possibility of placing photovoltaic panels make this lighting method far superior to the classic one, also having the advantage of expanding as a mixed system or even delivering excess energy in the system.

KEYWORDS: photovoltaic cells, lighting, highway, solar radiation, ethics

Managing Business Risks for a Software Development Company

Iustina-Cristina Costea-Marcu, Gheorghe Militaru

University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

ABSTRACT: Risk management is very important in the business environment to prevent certain situations that can negatively impact a company. This paper presents a risk analysis for a company that deals with software development and various IT products. Risks have been identified to see how an IT firm is exposed to uncertainty. To assess the risks, the following must be well-known: the company itself, the market in which it operates, the macro environment and the microenvironment. The risks were identified through brainstorming and interviewing and subsequently, the causes and effects of these risks were analyzed and the probability of occurrence and the impact that each risk has on the company were determined. Following the construction of the risk matrix, strategies for each risk were identified and several solutions were proposed to reduce the risk index. In the end, the risk register was built.

KEYWORDS: risk management, risk matrix, risk assessment, inherent risk, residual risk

Savings by Modification of the Operating Regime of the Turbines

Maria Prisacă (1), Patricia Daniela Mastan (2)

(1) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania,

(2) BSH Electrocasnice – Bosch, 19-21 Sos. București-Ploiești, Bucharest, Romania

ABSTRACT: Nuclear power plants are high-power plants that operate on a basic basis and that in many countries, such as France, Belgium, Slovakia, have replaced fossil fuels and thus helped to reduce environmental pollution. In the case of nuclear energy there is no combustion, so there are no polluting and greenhouse gas emissions characteristic of fossil fuels. Currently 10% of the world's electricity is due to nuclear energy (if the same amount came from fossil fuel power plants, more than 1.5 million tons of carbon dioxide would be collected annually, more than 2 million tons of carbon dioxide). Sulfur and over one million tonnes of nitrogen dioxide). Also, the amounts of radioactivity released are extremely small and with a minimal impact on the population. The project aims at the technical-economic analysis of the performances of the steam turbine from a nuclear power plant in the conditions of the pressure change at the condenser. The project starts from the seasonal variation of the turbine power, caused by the variation of the condenser cooling water temperature. The project aims to create a calculation model, based on the theoretical knowledge and technical data of the plant, to reflect this influence.

KEYWORDS: nuclear power plant, candu, circuit, radioactive, pressure