

## CONTENTS

|  |           |
|--|-----------|
| <b>A Classic Problem in Modern Society.....</b>  | <b>3</b>  |
| Daniela Cristina Momete  |           |
| <b>Software Application for Dealing With Unforeseen Meetings.....</b>  | <b>5</b>  |
| Olivia Doina Negoită, Mirona Ana Maria Popescu,<br>Mihai Valeriu Popescu, Andrei Niculescu                             |           |
| <b>The Impact of Intrapreneurship on Growth and Profitability .....</b>  | <b>16</b> |
| Jasna Auer Antoncic, Bostjan Antoncic, Evan J. Douglas,<br>Robert D. Hisrich, Thomas McLaughlin                        |           |
| <b>Human Resource Audit in Health Care System .....</b>  | <b>31</b> |
| Corina-Ionela Dumitrescu, Răzvan-Mihai Dobrescu,<br>Nicoleta Niculescu, Carmen-Luiza Costuleanu, Ionuț Marius Croitoru |           |
| <b>Scheduling Activities to Combat Organizational Stress .....</b>   | <b>49</b> |
| Loredana-Cristina Dumitriu, Iuliana Grecu  |           |
| <b>Lifelong Learning for Teachers .....</b>  | <b>56</b> |
| Ilie Irinel Petre, Georgiana Moiceanu, Corina Ionela Dumitrescu  |           |
| <b>Third Person Effect in Advertising .....</b>  | <b>70</b> |
| Dumitru Goldbach, Mădălin Nicolae Sârbu, Mădălina Vișan,<br>Oana Petrișor Mateuț                                       |           |

## EDITORIAL

### **A Classic Problem in Modern Society**

Career development has its roots in sociology and psychology and represents a transdisciplinary field positioned at the junction of traditions, theories, ontologies, and epistemologies. Career development as a term is inclusive as it refers to all individuals, regardless of their profession, age, gender, ethnicity, religion, paying system, location/culture, or abilities. The Carrer Development Institute defines career development as „the process of managing learning, work, leisure, and transitions to participate effectively in work and society”. In such a way, career development is about the management of talents, skills, abilities, and performance but also about awareness, aspirations, expectations and attitudes required to achieve professional and personal goals.

Career development is a complex and dynamic concept, being a fusion of theories from different disciplines. From the ancient „Mith of Er” from Plato’s Republic which contains themes related to a career such as division of labour and life patterns to the tra-ditional theoretical approaches of the early twentieth century, late twentieth century and early twenty-first century, the concept evolved and continues to evolve. The traditional theoretical approaches contain the contributions of Parsons’ vocational guiding, the de-velopmental theory of Ginzberg and Super, the client-centred theory of Rogers and Patterson, the social learning theory of Krumboltz and the decision-making theories of Arroba. Late twentieth-century theoretical approaches include the social cognitive career theory of Brown and Hackett, contextual action theory of Vygotsky, Valach and Young, and systemic theories of career development of Patton and McMahan. Twenty-first-century approaches speak about Savickas’s life design, Blustein’s psychology of working theory and Arthur’s career counselling model. More than 70 theories on career development can be identified, ranging from the mechanical view of Parsons’ vocational guiding to the posi-tivist epistemology view based on the objective truth which comes from the scientific outlook on the world, and constructivism, where the individual builds the knowledge and the reality from her/his unique perspective.

The vision of famous psychologists like Sigmund Freud, Carl Jung, Abraham Maslow, Erik Erikson, Frederick Herzberg, Clayton Alderfer, Gerard Hofstede and Victor Vroom on

individual change, life satisfaction, motivation, expectations, cultural beliefs and growth over the entire lifespan massively contributed to the progress of the career development theories. Never-theless, being the result of decades of research, career development is a mix of a myriad of views and perspectives which also generates tension among different issues like individual agent theory versus social determinism or the static versus the dynamic perspective of the process. Regardless of the tensions, the richness of approaches may be more productive than a single integrated theory, as career development is a key factor for life planning and holistic success since it intersects with society and produces outcomes for individuals, organizations, regions, and states.

Career development should adapt to the present needs and must incorporate new societal challenges evoked by the 17 goals of the 2030 Agenda for Sustainable Development adopted by the United Nations in 2015 such as healthy living and well-being (goal 3), lifelong learning opportunities (goal 4), access to decent work (goal 8), resources scarcity (goal 12), climate change (goal 13) and biodiversity loss (goal 15). Especially when the COVID-19 pandemic impacted the work and learning in ways that are yet to be re-vealed, the unlocking of individual, organizational and political potentials is essential to cope with the challenges and transform them into opportunities.

Daniela Cristina Momete  
Senior Editor

## ABSTRACTS

### Software Application for Dealing With Unforeseen Meetings

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*ABSTRACT: At the strategic level, managers are the ones who set the framework, the right processes, and the behaviours that best serve the desired goals. The better the structure of the meetings is aligned with the objectives and results to be achieved, the more likely they are to achieve those results. The definition and planning of the meetings imply the identification of a free interval in which all the personnel who bring input for a certain project or activity can participate. The application presented in this article aims to develop several modules that make it easier for users with different roles to plan urgent meetings and address the priority of meetings.*

**KEYWORDS:** emergency meeting planner, business environment, scrum methodology,  
project planning

## The Impact of Intrapreneurship on Growth and Profitability

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*ABSTRACT: This paper investigates the intrapreneurship-performance relationship in firms in the US, Australia, and Slovenia. We examined the relationship between firm profitability and growth and the underlying measures of innovativeness, proactivity, and self-renewal in each of the three countries which exhibit significantly different stages of economic development and per capita incomes. We found that in the US there was a positive relationship between innovativeness and growth, pro-activity and growth, and a negative relationship between self-renewal and growth. Australia showed a positive relationship between both new business venturing and growth and between pro-activity and growth. Slovenia had a positive relationship between innovativeness and growth and between self-renewal and growth. Surprisingly, negative impacts of new business venturing on profitability were revealed. US firms were the strongest in growth and especially in profitability, followed by Australian and then Slovenian firms. US firms were the most venturesome, innovative, and proactive and Australian firms were the least venturesome. Self-renewal seemed not to differ among the three countries. Based on the results of this study, an intrapreneurship-based economic development model was developed. This study has important practical implications for firms in each country.*

**KEYWORDS:** intrapreneurship, comparative study, Australia, United States, Slovenia

## Human Resource Audit in Health Care System

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*ABSTRACT: The paper aimed at a complex audit of human resources efficiency in the Romanian health care system. People inside the system and the whole Romanian society have realized the importance of providing sustainable services to improve the performance indicators in the long run, for the benefit of both employees and patients. As we acknowledge that in developing countries the lack of skilled human resources both for quantity and quality is a major problem, the paper constructs a composite index of sustainability to audit the human resources in the health care system from the perspective of quantity and efficiency to improve the access to health services and to ameliorate the quality and safety of medical act. Within the paper, the authors perform an objective audit of human resources emphasizing that a sustainable medical system not only supports expenditures but also improves quality in the long run. Besides, we consider that a sustainable strategy for retaining medical staff, especially in deficient medical specializations, good collaboration between hospitals and higher education institutions regarding training and development of human resources in this field are important factors in achieving sustainability of the health care system.*

**KEYWORDS:** audit, sustainability, health care system, human resources, medical staff

## Scheduling Activities to Combat Organizational Stress

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*ABSTRACT: The present paper aims to elaborate a plan with activities to combat organizational stress using the PERT method. First of all, we presented the theoretical part of the Program Evaluation Review Technique (PERT) that is used to examine the task and to determine the minimum time to complete a plan for combating organizational stress, in this case. We proposed a lot of activities and we estimated the time (optimistic, pessimistic and most likely) for each task. The case study is based on a project – plan to combat organizational stress. We can identify events, activities, and critical paths with a PERT chart, therefore is considered to be the most suitable method to provide the deadline for every task and to know how to complete the project as soon as possible with good results. Occupational stress has repercussions on our health, and it requires a lot of investigation to discover the best way to reduce it this study is just the first step of research to find a new solution of optimized the costs regarding diseases caused by stress.*

**KEYWORDS:** circular economy, principles, strengths, circular economy demands

## Lifelong Learning for Teachers

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**ABSTRACT:** *The changes in the training process of teachers is a disputed subject for a very long time but along with the COVID pandemic changes were encountered in the teacher's attitude and availability for learning. The digitalization of the educational process meant for many teachers the need to adapt and learn new teaching techniques, gain new TIC competencies and last but not least communication abilities. Thus, in this paper, some teaching training elements were presented along with a part of case study elements that had just to counties Giurgiu and Ialomîța. The results revealed that digitalization eliminated some of the disadvantages highlighted by teachers, but there is still an area that needs some more work.*

**KEYWORDS:** training, COVID pandemic, long-life learning

## **Third-Person Effect in Advertising**

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*ABSTRACT: Every day, we are subject to a massive information attack. Media messages (TV news, social media content, print media, advertising on traditional channels, outdoor advertising while travelling, content via the Internet) have become part of daily life. When individuals are inquired to express their opinion about the messages' influences they either ignore it or prefer to stay neutral. What is the reason for this behaviour? The reasons can be many. From protective behaviours (fear of being perceived as naive) to psychological protection mechanisms. The general conclusion is that we are not influenced. Not at all. However, others are influenced to varying degrees. Bigger or smaller. But, more than us anyway. But most of the time, when we relate to others, we might think that they are belonging to a group that is not connected to us. In this situation, the question would no longer make sense, as it would aim for an answer based on the lack of any information. In this regard, we conducted a survey aimed to examine the way students following the marketing faculty (University of Bucharest and Teleorman) appreciate the influence of advertising on their consumer behaviour. Our goal was to examine the way that advertising messages can influence the decision to buy a certain product or service. The present research aimed to verify the third-person effect theory (TPE) of advertising on the behaviour of students. We also aimed to investigate the way they perceive this effect on their family members, group of friends, and colleagues. faculty.*

**KEYWORDS:** third-person effect, advertising, perception, marketing