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## EDITORIAL

# The Mirage of Processes

The essence of performance is the creation of value and it focuses on what is important to customers. Organizational performance can be measured by different indicators such as efficiency and effectiveness. Efficiency is the organization's ability to maximize outcome (profit) on its capital such as quality, resource utilization, flexibility, innovation and adaptation to change. On the other hand, the effectiveness of an organization is its capability to perform a function with optimal use of resources.

Thus, effectiveness and efficiency are two methods of performance assessment. Poor performance is a leading indicator of future decline. Organizations operate in a complex world and they focus on maximizing short-term performance, rather than achieving long-term goals. All organizations are open social systems consisting of people which are organized and managed to accomplish common goals. Systems have inputs (raw materials, capital, people, and information), processes, outputs and outcomes (products or services for consumers). Organizations need to have clear statements of vision, values, strategies and plans for achieving their objectives. The management needs to know how well internal business processes are running, and whether organizational offering meets the customer requirements. In a complex adaptive organization, business processes and interactions among them can reshape the overall structure. During the integration processes, new capabilities or opportunities may be created. A process is defined as a collection of activities and linked tasks that, once completed, will accomplish an identifiable output such as the development of a service or product for customers. Processes can help to predict future performance based on trends, because the business environments are dynamic, complex, and inter connected. For example, the new product development process is complex and is associated with high risks.

A process involves inputs or factors which contribute to add value either directly or indirectly by producing required outputs using a variety of outputs. Thus, business processes can be classified into two types: core business processes and support processes. Core business processes are known as operational processes and provide value to customers, for example, manufacturing and sales processes. Instead of that, support processes indirectly contribute to the achievement of core business processes. The support processes are usually cross functional boundaries.



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Also, all organizations need core business processes to function properly, for example, the teaching and learning processes are the core processes that are specific for higher education institutions. Weak business processes waste time and money. The last managerial challenge is the need to integrate business processes into a coherent construction.

The usage of business process modeling helps organization management to visualize, understand, analysis and make better decisions. A business process can be modeled through decomposition each key process its component parts (process-mapping).

Process mapping is a diagram representing a sequence of activities consisting of events, activities, and links between items in the sequence from end to end. It shows a logical, step-by-step connection between the organization processes. Data flow diagrams describe the processes and how these processes are connected in organizations.

It focuses on the internal dynamics that shapes the performance of the organization.

Management uses structural analysis to identify the opportunities to improve the process performance. Also, it can use the intelligent business process management platforms to improve the predictive response to unexpected business disruptions.

This ability is to be crucial in determining the best solution for organization in a turbulent business environment.

*Prof. Gheorghe Militaru, Ph.D.  
Deputy Chief Editor*

## ABSTRACTS

# The Value-Added Processes of Entrepreneurial Universities

**Alexandra Hadăr (1), Alexandru Marin (2), Laura Boanță (2),  
Anca Alexandra Purcărea (2)**

(1) Arwen Professional Services Corporation, Bucharest Romania,

(2) University POLITEHNICA of Bucharest, Romania

*The study is concerned with increasing the performances of universities through competitive advantage development, mainly focusing on intellectual property valorization by means of a specialized model. Nowadays, the role of the so-called „third mission” of universities is increasing constantly. By taking over and adapting the conceptual framework specific to companies (strategic management or competitive advantage) to universities is possible to monitor the performances of higher education institutions for a better integration into the socio-economic environment. The new approach advanced by the Technology Transfer Centers is taken into account in order to define the CANVAS Business Model, adapted to an efficient competitive model with two major components: „Value Proposition” and „Growth Strategy”. This represents a completely new current practice in which entrepreneurial universities Romania should deal with market conditions and with the specific socio-economic and industrial environment.*

**Keywords:** university performance, competitive advantage, intellectual property valorization, CANVAS business model, value proposition, growth strategy, entrepreneurial university

# The Use of Social Media in the Recruitment Process

Lucie Bohmova

University of Economics, Prague, Czech Republic

*LinkedIn is a business-oriented social networking service. It provides tools to build and manage professional networks. But it especially gives recruiters a quick and easy access to a large range of resumes from skilled potential employees all around the world. The purpose of this paper is to explore how the ten biggest companies in different European countries (Norway, France and Germany) use LinkedIn for hiring as compared with corporate websites. In addition, we compared the number of employees with the number of employees who are members in company's page on LinkedIn. In the theory part, we found that LinkedIn is a very important recruiting tool for companies. Our overall finding is that LinkedIn is not used by companies as much as theory suggests it should be. The investigated companies seem to lack encouraging their employees to update their LinkedIn profile regularly. We cannot conclude that there is a correlation between the number of jobs offered and the number of followers. The results and discussion show that job postings on corporate websites compared to the job boards on LinkedIn are much higher for the Norwegian and French companies. This result differs from the German companies where we observed that four companies have more jobs posted on LinkedIn than on their corporate website. This research is limited to quantitative data.*

**Keywords:** LinkedIn, recruitment, job boards, Human Resources, corporate websites

# The Advantages of Business Clusters

Ana-Maria Raluca Cojocaru (1), Sorin Ionescu (2)

(1) Hewlett-Packard, Bucharest, Romania,

(2) University POLITEHNICA of Bucharest, Romania

*The aim of this article is to describe the advantages and limitations of business clusters, often interpreted as being complex economic entities. Throughout the time, it has been observed that firms tend to concentrate in certain locations as various types of economic agglomerations. However, there is no single cause which is due the clustering phenomenon, on the point of clusters may be the result of several combinations of subsequent factors: the existence of a competent workforce, specialized suppliers, knowledge dissemination and entrepreneurial activity, the inter-dependence between entities, the organizational cultures or the local demand.*

*The objective of this paper is to demonstrate why the presence of a cluster succeeds to enhance a firm's productivity as well as stimulate growth in a region, and moreover how it manages to attain these results. While the article shows that the advantages of business clusters are obvious, even measurable, such as: the competitive advantages, the operational efficiency of its members, the encouragement of innovation and technological advance, the creation of new companies, the formation of social capital and the adaptability to market changes; the disadvantages are almost nonexistent, rather there are certain limitations and ambiguities that stand from major structural, technological or industrial changes at macroeconomic level or other impactful events such as wars and crises.*

**Keywords:** cluster, business, regional development, competitiveness, localization economies

# The Analysis of the Cosmetic Industry Based on Processes

**Bogdan Fleacă**

University POLITEHNICA of Bucharest, Romania

*An effective analysis of major phenomena within the global economy requires a thoroughly identification and comprehension of long-term effects such as globalization, unbalanced usage of natural resources, and the increased need for innovating and designing sustainable economic and businesses systems. The paper aims to investigate the highly dynamic industry of cosmetic and personal care products as being the sector responsible for the economic growth of European Union market. The analysis targets those processes responsible for developing the cosmetic industry and takes a process view for integrating the structure of cosmetic sector described by NACE nomenclature with the envisaged processes. The results revealed the tendency and key factors of the cosmetic and personal care industry and proposed a conceptual model describing the research and development, manufacturing and distribution processes embedded in the main hierarchical level of cosmetic products typology, based on NACE framework: sections, divisions, groups and classes.*

**Keywords:** competitiveness, innovation, cosmetic industry, processes

# Transferring Data in Disaster Management

**Karin Rainer (1), Ines Levy (1), Georg Neubauer (2), Georg Thallinger (3), Markus Glanzer (4)**

(1) Agency for European Integration and Economic Development, Vienna, Austria, (2) Austrian Institute of Technology GmbH, Vienna, Austria, (3) Joanneum Research GmbH, Graz, Austria, (4) Austrian Red Cross, Vienna, Austria

*Crises and disasters occur all over the world with the highest impact on the most vulnerable groups in society. Generating a trusted status of information out of a multitude of reliable and relevant data about a critical situation is a priority for effective and coordinated disaster management and relief measures delivered by governmental organizations (GOs) and non-governmental organizations (NGOs). Data gathering, processing, information visualization (internal as well as external) and dissemination for decision support and mitigation is performed via a number of different channels. The QuOIMA-project, funded by the Austrian Security Research Program KIRAS, focused on the various possibilities to use publicly available, open source data generated in the sphere of traditional (online distributed) and social media.*

**Keywords:** disaster management, wisdom of crowds, multiplier agents, social media, communication flows, resilience enhancement

# Work-Life Balance in Management Decisions

Ioan-Cristian Mustață, Andrei Niculescu

University POLITEHNICA of Bucharest, Romania

*The paper aims to develop a concept that leads to a sustainable development of the enterprises as well as their employees, by balancing profit oriented and employee oriented goals. The long-term positive effects of such a balance could out-weight the extra costs arising and produce more prosperity and a better quality of life and the benefits would affect a wide range of stakeholders of the enterprise. Actual problems and potential solutions are explored by the means of a survey research by the author.*

**Keywords:** work-life balance, sustainable human resource management, integral human resource management, ethics, business philosophy