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## EDITORIAL

### A New Stage in Management

Like it or not, technology is evolving at an extremely fast pace. In this context, organizations must adapt to the environment, provide the support pillars for efficient operation and the path to profit. One of these pillars is technology. Technology is today a competitive advantage of the brand.

Management Informatics in the past. Let's have a short selection: from the Internet via dial-up to the G generations such as 2G and 3G, from mobile telephony only for a voice to the telephony for voice plus data in the recent past years – with the advent of smartphones more than 10 years ago. There were also the e-mail systems, static or slightly dynamic web pages for companies, but the classic management used little such technology in the past. They were doing market researches, investing in classic promotion, educating the buyer and trying to differentiate themselves on the market. They were looking for a niche market, there were a lot of red oceans; no blue oceans – the concept that makes competition no longer matter. The concept of telework was applied only in the IT field, the employees could work from home. Otherwise, we all went to work 8, 10, 12 hours a day. So, most of the companies from Romania were inflexible to changes which today prove to have many advantages.

Management Informatics today. Today we can see more and more e-businesses, e-commerce websites, digital businesses or more and more digitized. Technologies today are sought after by more and more entrepreneurs/business people. Today, mobile phones are used as a tool for access, as electronic wallets, as connection terminals to various computer systems. Electronic devices are getting smaller and smaller and the trend will continue. Also, they have increasingly complex functions. Today, we can find in more and more companies – even in government institutions, technologies such as Electronic Signature, Timestamp, Informatics systems for decision support, Modern business informatics systems – ERP and CRM, Informatics systems for document management.

Telework is a reality, recently regulated in Romania as well. Many companies today offer the concept of an open office, being very flexible with their employees. Today there is a convergence of increasingly intelligent devices, plus increasing use of them both professionally and personally; the dividing line between the professional and the personal activity of the employees being more and more difficult to do.

Management Informatics soon. Some directions regarding technology and business in the coming years are:

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• AI, big data and IoT – the multitude of sensors for capturing different data will allow us to collect and analyze this huge volume of data, so we can make better-documented decisions. Also, artificial intelligence will simplify our lives.

• 5G – very soon we will have the benefits of 5G: for example telemedicine, cybersecurity, almost total connectivity.

• Crowdsourcing – in different industries outsourcing activities will have a wide audience. In projects involving a large volume of tasks, which cannot be automated, external human resources will be accessed.

• Eliminating the boundaries between medicine and IT. Soon, portable medical devices connected to the Internet will be able to give doctors more control over the health of their patients, improving the quality of medical service.

• Cyber-attacks will cause unrecoverable damage. Cyber-attacks are becoming more numerous and complex and the costs can become incomparably higher than they are today. All businesses will be affected: MSE, but also large companies.

The future belongs to us. Progress through technology as well.

*Bogdan Țigănoaia*

Editor

## ABSTRACTS

### **Cellular Automaton Method in Storage Activities**

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*ABSTRACT: Starting from the realities existing in a port terminal for cereals, the paper proposes a technical solution to ensure good management of the sorts of cereals in the cells of a silo. The proposed solution is to support port operators in planning the reception of grain in silo cells and in making the shipment according to the requirements of the beneficiaries in terms of the average quality of the total quantity of grain loaded on the vessel. The cellular automation method is selected, which accurately describes the flow into the silo cell in the port terminal. The proposed model treats the flow of stored grain as a mass flow, with the largest amount of cargo moving during gravitational unloading. For the silo cell, whose constructive data are known, the cell volume was discretized into samples necessary to simulate the behavior of the grain mass according to the cellular automaton method. The results are presented in numerical and graphical form. The proposed method and the research carried out can be developed both for the training of port operators and also for finding appropriate shipping solutions according to the requirements of the beneficiaries, to achieve efficient use of the quantity and quality of the goods managed by the silo.*

**KEYWORDS:** cereals, port terminal, modeling and simulation, cellular automaton

## **Small Aggregators in the EU Internal Energy Market Group**

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*ABSTRACT: One of the main trends within the energy sector, from the last years, has been the integration of renewable energy sources in the energy market. Although the trend itself is viewed as a positive thing by the world, its technical implications may lead to certain problems for the energy grid and the entities responsible of managing it. This article aims at offering a basic understanding of how a relatively new entity, the power aggregator, may offer a solution consisting of flexible generation and consumption services in the context of the integrated EU energy market, while offering some insight within the existing business models of aggregation as well as their technical and economic. For this article, the author has used secondary research from the available EU legislation and articles from several countries in order to cover as much as possible from the European approaches towards this new player in the energy sector. The contribution of this article is relevant since the topic itself is rather new (the concept of power aggregator has been updated in the 4th Energy Package from 2019) and the paper offers a condensed summary of the current state of the integrated EU energy market which may be used as a basis for future research.*

**KEYWORDS:** EU internal energy market, energy aggregators, clean energy, new technologies, entrepreneurial small business

## **Business Cluster, Stimulation for Innovation**

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*ABSTRACT: Technology companies are always keen on progress and improvement, on bringing the future into the present, in attracting the best talent, implementing the most creative ideas and coming up with the best products on the market. From unique forms of organization to the application of the latest technologies, everything is focused on development.*

*A literature survey, as part of a larger research project aiming business clusters and performance improvement based on innovation, this paper is addressed to all the players from the technology field, public and private, academic or corporate. Companies synchronize their efforts and merge their forces on associative business organizations to create strategic advantages and to benefit from the unique environment, favourable for motivation, innovation and entrepreneurship development.*

**KEYWORDS:** business cluster, digital innovation hub, innovation

## Transforming Graduate Business Education

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*ABSTRACT: Business administration appeared as a distinct field of education in the European and North American higher education at the end of the 19th and the beginning of the 20th century. Ilie and Horobeș (2007) argue that „Business schools have their origin in a pragmatic mix of intellectual challenge, social need and practical efficiency”. The elements of this mix change over time. In response, business education is continuously adapting its content and mode of delivery. The changing world demands today an in-depth reconsideration of the approach of how to teach and learn doing business. This paper gives, in the first part, an overview of the main change drivers in the current business education. It unveils in second part differences between incremental and transformational change. Finally, it discusses the academic and organizational issues a school should consider in implementing a consistent transformation in the provision of graduate business education.*

**KEYWORDS:** change drivers, incremental change, transformational change, graduate business education

## Reengineering of Telecommunications Companies

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*ABSTRACT: Telecommunication service providers are seeking to enhance their performance and increase their profit. The income source of such companies is from their customers, the individual customers as well as company customers. The success of telecommunication service providers is measured by some key elements such as Satisfaction and Retention. It is very important to know how well the customers are satisfied and what is their level of retention to learn more about customers' behaviour to settle good strategies accordingly. Customers' satisfaction, Customers' Retention and Company's Satisfaction are affected by different factors that can be analyzed statistically using different techniques such as Clustering, Regression Analysis and Decision Tree Classification. This paper aims to review the types of telecommunication customers and their satisfaction and retention, summarizing the list of significant factors that affect customers and showing the different statistical methodologies that are used to analyze customers' satisfaction and retention.*

**KEYWORDS:** customers' satisfaction, customer's retention, company's satisfaction

## Choosing Business Partners

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*ABSTRACT: One of the top strategic decisions an entrepreneur has to make before starting her/his small business is to decide if s/he would start it as a sole owner or as a partnership. If the partners belong to different cultures, inherent cultural differences might emerge and, possibly, could generate tensions and even conflicts.*

*This objective of this paper is to address exactly this problem: to identify the cultural differences, and how to possibly mitigate the potential emerging conflicts. The research methodology included both secondary research (literature survey) and primary research (case method and observation combined with interviews).*

*The resulting lessons learnt are not only a contribution to the body of knowledge in this area but also a practical tool to be used by Romanian entrepreneurs. Entrepreneurship is a phenomenon of tremendous societal importance, and it is quite appropriate that in the globalization era, particularly, when we are speaking about immigration. Internal and external information and communication processes at enterprises across almost every industry sector have been increasingly supported by electronic information technologies.*

**KEYWORDS:** business partners, cultural differences, Romanian versus German and British cultures