



CONTENTS

Environmental Power	3
Florin Danalache	
Rural Entrepreneurship Development	5
Gheorghe Militaru, Massimo Pollifroni, Dana Corina Deselnicu	
The University as a Driver for the Future	18
Bogdan Brustureanu, Gheorghe Militaru	
Innovation Consulting Services	28
Mihai Svasta, Stefan Posch	
False Expectations in a Chaotic Environment	36
Cezar Scarlat, Andrei OGREZEANU	
Agile Companies Establishment	47
Adrian Dan Dimitriu	
Implications of Industrial Decline	55
Gabriel Sorin Stroe	
The Flexibilization of Information Systems	64
Constantin Bran	

EDITORIAL

Environmental Power

We live in a world which is completely dynamic. Rapid changes keep taking place and are frequent because of the changes in the social, political and economic environment. These changes occur because of the advancement in technology and education, so the new ideas for a better society enriched with high standard of living demands the business to be adjustable to these changes and it demands the business to be very flexible and to provide the right thing at the right price at the right time. But the product should be of high quality to ensure customer satisfaction. So these changes surround the business enterprise and influence it in various aspects. A business organization is successful only when it quickly adapts to these changes. As per Keith Davis "Business Environment is the aggregate of all conditions, events and influences that surround and affect the business". It means that all the happening in the surroundings of the business affect it. So it is important for the business to identify and understand these changes and change the business strategies accordingly.

In the words of Bayard O. Wheeler "business environment is the total of all things external to business firms and industries which affect their organization and operations". And Dunham and Pierce emphasizes: "the business environment represents a set of conditions, circumstances and influences that surround and affect the functioning of the organization". Both definitions highlight on the external factors affecting the business. The operations of the business enterprises are highly affected by the external environmental factors.

Business environment is very important to an organization, because it will help the firm to identify opportunities and getting the first mover advantage. Besides, it can also improve performance of an organization. The companies that

continuously monitor their environment and adopt suitable business practices are the ones which not only improve their present performance, but also continue to succeed in the market for a longer period. Environmental understanding helps an organization in improving its image by showing its sensitivity to the environment within which it is working and in ensuring its sustainability.

The internal business environment is the combination of 5 M's i.e.: man, material, money, machinery and management. Business can make changes in these factors as per the requirement and the change in the functioning of enterprise. Internal environment includes all those factors, usually under the control of business, which influence business and which are present within the business itself. These factors are: (i) Objectives of Business, (ii) Policies of Business, (iii) Production Capacity, (iv) Production Methods, (v) Management Information System, (vi) Participation in Management, (vii) Composition of Board of Directors, (viii) Managerial Attitude, (ix) Organisational Structure, (x) Features of Human Resource etc.

The external Environment comprises of such factors which are beyond the control of business enterprise. It includes Government and Legal Factors, Geo-Physical Factors, Political Factors, Socio-Cultural factors, Demographical Factors. The External Environment includes all those factors which influence business and exist outside the business. Business has no control over these factors. Some of these factors are those with which a particular company has very close relationship. However, there are some other factors which influence the entire business community. These factors influence every industrial unit differently. These factors are: (i) Customers (ii) Suppliers (iii) Competitors (iv) Public (v) Marketing Intermediaries.

Thus, we can say that the business environment is the combination of internal and external factors that influences a company's operating situation.

We have understood that the internal and external factors affect the business. The business can be successful only when it is flexible and easily adaptable to the change because the external factors as well as the internal factors keep on changing they are not constant. The business policies and strategies should be found in such a way that the business become completely adjustable to the external changing environment. The manager or the business owner should concentrate on analyzing and understanding the external factors, that is they should foresee what all changes that can take place in the external



environment and form the business strategies and policies accordingly for the growth and development of the business.

Only by taking into account environmental turbulence, can the firm ensure sustainable development. In 2012 Vinod Kumar wrote: "The companies should keep in mind that sustainability has become a requirement; it does not remain as an option. There is need to consider sustainability to develop marketing strategy, which means that the company has to adopt sustainability in strategic marketing practices and marketing mix".

Florin Danalache
Senior Editor

ABSTRACTS

Rural Entrepreneurship Development

**Gheorghe Militaru (1), Massimo Pollifroni (2), Dana Corina
Deselnicu (1)**

(1) University POLITEHNICA of Bucharest, (2) University of Turin, Italy

ABSTRACT: This study analyzes the favouring and the inhibiting factors for the development of rural entrepreneurship. More specifically, the study explores the impact of entrepreneurial orientation on regional opportunities and rural areas development.

The main contribution of this study is that families and friends in rural areas have an important role in entrepreneurial orientation. In terms of concluding observations related to our findings, we find that education, training, rural infrastructures and financial assistance are the key drivers of entrepreneurial orientation in rural regions. Another contribution from this study is that the average age of farmers is increasing and it does not appear to regenerate.

The findings suggest that education, training, rural infrastructures and financial assistance are the key drivers of entrepreneurial orientation in rural region.

Finally, the paper ends with discussion and conclusions that can be drawn from this study and make proposals for future research.

Keywords: entrepreneurs, rural entrepreneurship, entrepreneurial orientation

The University as a Driver for the Future

Bogdan Brustureanu, Gheorghe Militaru

University POLITEHNICA of Bucharest, Romania

ABSTRACT: The paper is looking for evidence of important milestones in the historical evolution of technology development processes and it clarifies the involvement of academics and their impact on the business growth. There are identified nine important milestones in this evolution: the traditional university and the business community – two separate „worlds”, the Research University, Edison’s first laboratory, the third mission of the university, the first innovation processes in universities, the pressure for change from the industry, the partnerships between University and Society, the complex university technology development processes of the present, new possible paths of technology development in technical universities. There is a remarkable evolution regarding the technology development in universities that, at historical scale, unfolded in a relatively short period of time taking into account the long history of the university as an institution. University technology development processes are very complex, both at individual and organizational level and imply entrepreneur professors enter social relations with professionals of different backgrounds and take part in highly specialized business activities. In short, successfully developed university technologies are a driver for business growth.

Keywords: technology development, university mission, academic entrepreneurship, business growth

Innovation Consulting Services

Mihai Svasta (1), Stefan Posch (2)

(1) ICG Integrated Consulting Group, Bucharest, Romania, (2) ICG
Integrated Consulting Group, Graz, Austria

ABSTRACT: There are multiple reasons from which innovation processes fall. There is, indeed, an inherent risk associated to the innovation processes and the managers or the engineers, used to work with measurable predetermined tasks and processes, feel often uncomfortable when they have to deal with the fuzzy front-end of innovation. The present paper addresses the issue of identification and analysis of the subjects for innovation, of discovering the opportunities and formulating a clear problem, before starting the idea generation and the creativity-related innovation phases. A false start of the innovation journey can bring the innovation teams into a blockage, a dead end or to meaningless results. In order to avoid this, the first early phases of the innovation are critical as they provide the solid basis for future meaningful innovations. One of this phases to which we have to pay attention in the early stages of the front-end innovation process are the discovery of the opportunities and the sharpening of this opportunities. The paper presents a structured approach for this aim.

Keywords: innovation, opportunities, structured analysis

False Expectations in a Chaotic Environment

Cezar Scarlat (1), Andrei OGREZEANU (2)

(1) University POLITEHNICA of Bucharest, Romania, (2) Pythia
International Bucharest, Romania

ABSTRACT: This paper aims at providing vivid examples of false expectations experienced by authors during their years-long project-based consulting activity – possibly leading to tensions and, eventually, to conflicts between main actors (consulting firms, their clients, and funding entities). The analysis is based on two basic models, described by authors as two-actor scheme and three-actor-scheme. As conclusion, the paper provides a few lessons to be learnt by both the managers and experts working in consulting projects.

Keywords: false expectations, consulting business, two-actor-scheme, three-actor-scheme, consulting

Agile Companies Establishment

Adrian Dan Dimitriu

BearingPoint Bucharest, Romania

ABSTRACT: The main issues developed in the communication include the following original orientations: the conceptual approach of agility used for research companies – operation integrated in the competitive market of the innovative digital economies; modelling the functional structures of agile companies resorting to operational research based on quantum, super-quantum decisions supervised neurogenetic; practical aspects of agile production structures assisted neurogenetic.

Keywords: agility concept, quantum and super-quantum decisions, agile software model, agile production structures

Implications of Industrial Decline

Gabriel Sorin Stroe

Uzinsider Engineering, Galati, Romania

ABSTRACT: It seems that the biggest challenge for many companies today is managing businesses in declining industrial environments. In particular, in the case of interindustrial B2B relationships, the most serious challenge is managing business while the partner industry is declining. In the case of monospecialized engineering design services firms the phenomenon of client-industry decline may have a direct and significant impact on them because of their strong and vital dependence on their client-industries. The purpose of this paper is to briefly review the phenomenon of industry decline, the concept of declining industry and explore the strategic implications of client-industry decline for the firms belonging to the supplier-industry.

Keywords: industry life cycle, decline, declining industry, client-industry, supplier-industry

The Flexibilization of Information Systems

Constantin Bran

FedEx Express Bucharest

ABSTRACT: This paper is about the information flexibility which highlights the ability of a system to perform data transfer and processing in all spheres of activity of the organization, in a quick, efficient and competitive way. An efficient information system can increase the flexibility of the organization, as it can generate increased and customized to requirements productivity in a reduced time unit. At the organization level, a flexible information system provides the connection between the decision making and the operational systems, the results reflecting an increase in performance.

Keywords: labour productivity, flexible information systems