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EDITORIAL

The Multiple Causes of an Event

The technological advances of the past decades have resulted in a new industrial revolution referred to as „Industry 4.0.” and being driven by the advent of disruptive technologies and subsequent changes brought to the workplace, the workforce, and the markets the organizations serve.

The underlying logic of Industry 4.0 stands for a series of disruptive innovations in production and leaps in industrial processes resulting in significantly higher productivity. These technological improvements enable to customize products to a single unit, drawing the consumer into the production process in a form of ‘mass customization’ which, in turn, may allow producers to respond swiftly to changing customer demands and market conditions.

The new revolution requires proper tools, one being ***the root cause analysis (RCA)***. Analysis means determining the causes of phenomena. The RCA method takes into account the specifics of managerial analysis where the information at the time of analysis is incomplete, the analysis is selective because the manager chooses, based on experience, the factors he considers essential. The analyzes are cyclical, they must be resumed as other more reliable information appeared.

For these reasons, a phenomenon is decomposed into component elements and for them the factors with direct action are determined and then the indirect factors that act on the direct factors. Indirect factors have immediate causes from which they arise, and these causes depend on root causes. However, the analysis is complex. Proponents of determinism say that any phenomenon has a cause. But in fact, a phenomenon has several causes which intervened. There are many interactions between causes and effects.

The context of Industry 4.0 is requiring modern organizations to commit permanent endeavors to establish internal frameworks of standards and processes intended to deliver products and/or services that fulfil customer requirements within business expectations. This approach stands for the future of quality i.e., Quality 4.0 which plays a vital role in leading organizations to apply proven quality disciplines to digital technologies. It is referring to essential connections between people, processes, and technologies which shall alleviate the challenges induced by deploying internal systems to support

digital transformation. These may be achieved through a clear articulation of continuous improvement systems by which modern organizations commit the act of defining their problems, determining the cause of the problems, identifying, prioritizing, and selecting alternatives for a solution, and finally implementing a solution.

The root cause analysis is part of this larger problem-solving effort for quality improvement by which organizations struggling for excellence uncover causes of their problems, gearing more toward identifying true root causes, as main factors causing non-conformance. Charles Kepner and Benjamin Tregoe mentioned that a problem is the visible effect of a cause that has acted in the past. So, the effect must be identified to determine the problem and then the causes must be identified. But they found that solving a problem generated a potential problem.

In addition, the quality tools and principles help organizations to create main connections between quality excellence and the ability to flourish in digital disruption, using process improvement principles. As consequences, the need to educate the next generation of quality professionals leading process-improvement initiatives to implement new processes and strategies will be vital to not only business operations but also for organizational sustainability during digital transformation.

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ABSTRACTS

The Factors That Influence the Acceptance Level of Electric Cars

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ABSTRACT: This study aims to investigate the younger generation's behaviour regarding the intention to use electric cars. To explore this aspect, Technology Acceptance Model (TAM) was used as a theoretical framework considering 8 external variables.

The results show that the economic benefits and environmental concerns represent stronger factors that can positively influence the intention to use electric cars.

The findings can provide references for manufacturers and policymakers to enhance their strategy, but also theoretical and methodological reference which encourages further exploration and integration of other external variables that may influence the intention to use electric cars.

KEYWORDS: electric cars, technology acceptance model, behaviour intention, sustainable transportation

Determining Sources of Technological Innovation

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ABSTRACT: The subject of innovation management is approached here as a strategic process.

The subject is designed to mirror the strategic management process, progressing from assessing the competitive dynamics of the situation, to strategy formulation, and then to strategy implementation.

KEYWORDS: innovation architecture, strategic management, capturing ideas

A Model of Cooperation in Micro-education

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ABSTRACT: *The Science Capital, the Children's Universities (CUs) and the understanding of an Open School culture are three main concepts that find themselves in the background of PHERECLOS, aiming at revealing innovative Open Schooling models of collaboration between a large number and a great variety of stakeholders. One of the first actions meant to achieve this goal was to establish a relevant suite of at least 60 best practice models that can offer inspiration to an increasing number of stakeholders who can get engaged in the successful and sustainable development of Open Schooling activities. Stakeholder Engagement is a fundamental criterion in designing and describing valuable Inspiring Practices. On a deeper analysis of this criterion, other types of Stakeholder Engagement Models within PHERECLOS are were identified and provided by six Local Educational Clusters (LECs) and ten Transnational Educational Mentoring Partnerships (TEMPs). Among other Stakeholder Engagement Inspirations are the Mobilisation and Mutual Learning Platform (MML-P), the Open Badge Concept and the Open Schooling Initiative. This article's conclusions offer useful guidelines for theorists and practitioners, stakeholders who are willing to develop Open Schooling activities, such as families, teachers, professors, school heads, as well as entrepreneurs, small business owners and managers.*

KEYWORDS: science capital, children's universities, open schooling, STEAM

Analysis of the Factors that Influence Online Shopping

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ABSTRACT: The COVID-19 pandemic created conditions for the expansion of online shopping. The paper aims to identify and analyse some of the factors that influence online shopping behaviour from the Generation Z perspective. The data were gathered through qualitative and quantitative research methods, such as interviews and surveys. They were interpreted through the factorial analysis that uses as extraction method the presentation of the main components, and the Varimax rotation method with Kaiser normalization and processed with SPSS statistical software. The paper indicates that Generation Z's perspective on online shopping behaviour focuses on economic and social dimensions. The results show that Generation Z considers that online experience and product delivery, advertising and promotions, product features, and consumer reviews are some of the main factors that influence online shopping behaviour. From a theoretical perspective, the paper contributes to a better understanding of the generational cohort theory-based studies on emerging markets. The research is also addressed to retailers by offering a general overview of the market. Based on the results provided, companies can develop successful marketing strategies for generation Z consumers.

KEYWORDS: generation Z, online shopping behaviour, COVID-19 pandemic

The Triad Technology-Innovation-Performance

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ABSTRACT: *The triadic models share interesting features as well as deeper investigation potential. The relationships between triad's elements are not only conceptual but operational as well. Three examples are given, as the fourth case is further analysed in depth. The paper aims to reveal the research potential of triadic models by examining the triad Technology-Innovation-Performance at the conceptual level. The analysis potential of triadic models is emphasized, by systematic investigation of the two-by-two inter-relationships, in a triple S holistic approach (synthetic, systemic, and synergic). This paper focus is on the last triad case (technology-innovation-performance) – which is both a novel approach and new integrative analysis. Trying to bridge the literature gap, the authors propose a discussion exploring the possible inter-links between the three elements of the triad. The results of this endeavour are twofold encouraging: (i) by underlying the investigation potential of triadic models, in general, and (in particular) the potential of the triadic model technology-innovation-performance; and (ii) by implications for business managers, in general, and (in this particular case), for managers while making strategic decisions, considering the organization level. Opening a discussion on triad-type models is worthy – as the above examples (selected from diverse business areas) demonstrate a solid research potential, bringing up new notions (as technopreneurship, technowledgepreneurship, triple S holistic approach) or deepening the study of existing concepts. This study of the triad of technology – innovation – performance, as an explorative essay, has its inherent limitations. The most serious one is the integrated approach of the triad's elements – which is also opening further research paths.*

KEYWORDS: triple S holistic approach, technopreneurship, technowledgepreneurship