Summary of Habilitation Thesis in English language

Motto: “Mutatis mutandis”

The Habilitation Thesis entitled "Change management and organizational capabilities in small and medium sized enterprises from Romania" is a review of the main results achieved in the scientific and didactic fields after my successful defence of PhD thesis titled "Management of change and innovation in Romanian companies ", including a short presentation of the academic, scientific and professional results of the candidate, future directions of academic career development in the context of the significant and relevant scientific achievements in "Management" field, respectively a brief presentation of the individual ability to coordinate research teams, organize and coordinate teaching activities and facilitate learning and research.

The first part of the thesis presents the main original scientific results obtained by me in scientific research after defending the PhD thesis, during which I published 7 books, 6 articles in Clarivate Web of Science, published 29 scientific papers in internationally indexed journals and participated at 28 scientific conferences. The original scientific research activity has been grouped in three themes, covering my main academic and scientific interests, organizational capabilities, entrepreneurship and organizational change.

The first theme focused on organizational capabilities. I used complex econometric analyses to demonstrate dependencies between variables in order to explain relation between organizational capabilities and corporate entrepreneurship, role of organizational capabilities in assessing performance based on studies on companies from textile industry, connections between strategy and performance, competitive intensity and implication on strategic position of the company etc. It is noteworthy that these articles have a high degree of novelty, promoting original ideas. In my research, I have tried to develop and explain the relationships between organizational capabilities and corporate entrepreneurship, the role of organizational capabilities in delivering company-level performance, the relationship between strategy and performance, competitive intensity and the strategic position of the firm.

The second theme emphasizes change and innovation management. Consequently, I contributed to further development of this particular field of study by analysing organizational
change processes, tools for change, ways to reduce resistance to change and implement innovation management for companies operating in innovative industries. I have studied connections between change management and sustainability, the implications of managerial reengineering on change management, I have formulated a series of recommendations concerning implementation of change management in innovative SMEs (especially in the IT sector). Last but not least, my efforts in this area have focused on the implications of using knowledge management on the processes of change and change management appropriate for SMEs.

The third theme covers entrepreneurship, where I was interested in topics such as entrepreneurship of young people, women entrepreneurs and the young students' motivations for business involvement. I have analysed reasons for SMEs performance, ways to improve teaching skills for young entrepreneurs’ education and implications of corporate social responsibility in SMEs.

**The second part of the thesis** focuses on the evolution of my academic, scientific and professional career, with 5 major directions being pursued: continuous professional training, improvement of competences in didactic field, development of scientific activity, the continuous involvement in academic and administrative activities. I emphasize the postdoctoral stage in a prestigious university in the European Union, my specialization stages, the contribution to the development of didactic activities within the Management Department, my contribution to the development of a master program, *Management of SMEs*, the new disciplines introduced in the curricula, the fundamental and applied research activities performed, generated by 24 research projects I was involved, 25 various papers indexed in the prestigious Clarivate Web of Science database, 29 other articles included in various other international databases, as well as my contribution to the development of the *Journal of Qualitative Applied Methods* journal.

**The third part** of the habilitation thesis outlines the future directions of academic career evolution, in the context of my relevant scientific achievements in "Management" field. Priority was given to developing research projects, involvement in conferences and workshops, publication of scientific articles in management focused academic journals with wide international recognition, the indexation of the *Journal of Applied Quantitative Methods* in new databases, new research partnerships with business environment, as well.
Finally, the last chapter highlights the candidate's individual ability to coordinate research teams, organize and coordinate teaching activities, explain and facilitate learning and research. In this respect, it is worth mentioning that I have been tutoring students and master students since 2006, until now more than 200 of them successfully graduating.

Regarding tutoring activities, I have focused on teaching courses and seminars at fundamental disciplines from Faculty of Management curricula, such as Fundamentals of Management, Managerial Methodologies, Entrepreneurship (both in Romanian and English), Change Management in SMEs and Strategic Management in Public Administration, every time being favourably assessed by students. I was also directly involved in the introduction of new disciplines in the curricula, developing new disciplines such as Change Management in SMEs, Entrepreneurship (English) and Strategic Management in Public Administration.

Regarding organizational and coordination experience, I have been involved in the accreditation of educational programs since 2009, I am involved in organization of dissertations for both bachelor and master degree programs, session, I was involved in the elaboration of the documentation and accreditation of the Master Program "SMEs Management". Also, in 2011, I was Vice President of the university Central Electoral Bureau, and in 2012 I was president of this body.

Also, during 2014-2015, I was director of a research grant entitled “Comparative research on change management tools between innovative SMEs in Romania and the EU in the knowledge economy context” from postdoctoral research program "Performance and Excellence in Doctoral and Postdoctoral Research in Economics", and in 2012-2014 I was project manager for POSDRU /97/ 6.3/ S / 64237 "Sanse egale pentru cariere de success”, co-financed by the Sectoral Operational Program for Human Resources Development 2007-2013, when I coordinated educational programs for more than 800 participants. I also managed another project, POSDRU/160/2.1/S/138113 “Tranzitia de la scoala la viata activa prin practica si crearea de intreprinderi simulate- SIMPRACT”, carried out during 2014-2015, when I coordinated an educational program providing managerial simulations for 400 students.

The habilitation thesis ends with the references section, comprising 473 bibliographic references.
Hereby, I consider that my skills, competences and expertise fully demonstrated by my entire educational, research and academic activity and summarized in the Habilitation Thesis will allow me to significantly contribute to the development of Management field, as part of the Doctoral School of Management of the Bucharest Academy of Economic Studies.