

**Abstract  
of the  
HABILITATION THESIS**

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## **Strategic values management for organizational and regional competitiveness**

Over the last ten years, my research and teaching interests have revolved around the topic of strategic growth through values management, either related to the processes of knowledge sharing and intellectual capital creation, or to comparative approaches in education, or to cross-cultural issues in organizational and regional management. Those research interests were systematically pursued in my scientific activity and research management activity, as grant coordinator, as well as in my teaching activity, as senior lecturer in management.

In this thesis, I briefly outlined my main contributions to each of these thematic areas, followed by a career development plan, in the field in which I want to perform as a senior researcher.

The first part of the thesis groups the main results of my research in the first thematic field circumscribed to values management: that of knowledge management processes taking place in organizations. This stream is representative for my doctoral and postdoctoral research focus, with a particular emphasis on medical practice and the specificities of its knowledge transfer processes. The subsequent results emerged during the doctoral and post-doctoral collaboration with my PhD supervisor, Professor Constantin Bratianu, and my fellow PhD colleagues, Anca Mandruleanu and Ionela Jianu (Dumitru). I have also coordinated, as a postdoctoral fellow, a research project on the topic *Strategies for organizational intelligence development in hospital clinics*, part of whose results are included in the present thesis.

This research field, very popular with international scholars, was, at the time of my doctoral project, rather unexplored in the Romanian literature, providing me with a generous framework of research interests.

The first chapter, on organizational intelligence, provides a conceptual overview of organizational intelligence, as it is approached in recent mainstream literature, as well as an analysis of perspective shifts, considering the business environment changes of the last years. A contrastive review of definitions, proposed structures, factorial decompositions, together with identified areas of applicability and notes on the dynamics of organizational intelligence will be offered, in an attempt to put together theoretic approaches and practice-oriented concerns. Its conclusions, after assessing relevant theory and practice, point at contemporary dilemmas of organizational intelligence management, and at the ways in which it can be most efficiently employed.

The second chapter, on knowledge management and knowledge sharing, distinguishes among various schools and definitions, capturing the relationship between floating concepts, which still look for their place in literature. Issues like organizational innovation and performance, drivers of competitiveness, are approached and discussed, from a practice-oriented perspective.

The third chapter links intellectual capital and culture, based on studies performed in the doctoral period, outlining the main mutual influences, and the involvement of culture, both national and organizational, in intellectual capital creation, as well as the importance of intellectual capital for regional and organizational competitiveness.

The second sub-part of part I is dedicated to educational values and culture codes, summarizing the results of a research project I was involved in, during 2010-2013, coordinated by Professor Alina Mihaela Dima, on the topic of *Multivariate analysis of convergence in European higher education*, and of the research handbook, also coordinated by Professor Dima, *Trends in Convergence in the European Higher Education* (IGI Global, 2013). I have also taken interest in educational cultures, in terms of different strategies for values management, as outlined in the article *Past educational cultures influences on present perceptions of education* (*Management & Marketing. Challenges for the knowledge society*, 3/2012), co-authored with Associate Professor Tatiana Segal.

Finally, the third area I include in my career route up to this moment refers to a recent teaching and research interest, which I intend to deepen in the next years, also in the topics of dissertations and PhD theses under my guidance. I have already collaborated with former students tutored by me, as Alexandra Pocovnicu, in advancing research in this field of expertise.

In the second part of the thesis, I refer to further career development plans and research interests. My career development plans aim at becoming an established researcher and, further on, a leading researcher in the field of values management in cross-cultural contexts, an area which encompasses organizational culture, with subsequent learning and knowledge transfer processes, individual and group education and values convergence, as well as various aspects of intercultural management, thus bringing together my former areas of interest. The outcome of values management is directed towards increased organizational and regional competitiveness, thus having a clear managerial and larger economic significance.

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