


## PERSONAL INFORMATION

**Carmen Păunescu**

**Affiliation:** Bucharest University of Economic Studies, Romania – [www.ase.ro](http://www.ase.ro)

**Descriptive Title:** Professor, Ph.D. - Faculty of Business Administration in Foreign Languages; UNESCO Department for Business Administration; PhD Academic Supervisor – Doctoral School of Business Administration

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 [carmen.paunescu@ase.ro](mailto:carmen.paunescu@ase.ro)

**Sex** F | **Nationality** Romanian

## WORK EXPERIENCE

November 2020 – April 2023

**Project Manager**

Erasmus+ Joint Master's Curriculum in Rural Community Development, RuralCOM

- Joint Master's Curriculum in Rural Community Development
- E-learning materials and the RuralCOM MOOC
- Continuous and adult learning courses for rural development leaders

**Business or sector:** Higher education & Rural community development

October 2020 – 2023

**CA 18236 - WG2 Lead**

Cost Action CA 18236 Multi-Disciplinary Innovation for Social Change, SHIINE, <https://socialchangelab.eu/>

- WG2. Higher Education Institutions, Social change and transformation

**Business or sector:** Higher education & Research

September 2018 – June 2021

**Project Manager**

Erasmus+ Village Social Enterprise learning material, guidance and networking, ViSEnet, <https://www.ruralsehub.net/visenet-overview/>

- Development of learning material for social enterprise solutions in rural areas
- Piloting the learning material
- Development of the book of good practices of social enterprise solutions in rural areas

**Business or sector:** Adult education & Rural social enterprise solutions

September 2015 – Sept. 2021

**Academic Expert**

Erasmus+ Social Entrepreneurship for Local Change, SELC (2015-2018) and Community Learning for Local Change, CLLC (2018-2021), [www.localchange.eu](http://www.localchange.eu)

- Development of learning material for the online courses „Social Entrepreneurship for Local Change” and „From Idea to Implementation”
- Development of Bucharest Community Innovation Lab

**Business or sector:** Higher education

January 2018 – Onwards

**Editor**

Journal of Management & Marketing. Challenges for Knowledge Society, <https://content.sciendo.com/view/journals/mmcks/mmcks-overview.xml>

- Editorial activity
- Support to ICBE – International Conference on Business Excellence

**Business or sector:** Higher education & Research

January 2018 – Onwards

**Vice-President of Society for Business Excellence**

Society for Business Excellence, <http://www.bizexcellence.ro>

- Editorial activity
  - Project manager
  - Support to ICBE – International Conference on Business Excellence
- Business or sector: Higher education & Research

March 2017 – June 2017

**Counselor of Minister of Education**

Romanian Ministry of National Education, Str. General Berthelot, nr. 28-30, www.edu.ro

- Support activity for evaluation and national ranking of higher education institutions and academic study programs in Romania.

Business or sector: Higher education

October 2014 – March 2016

**Dean**

Bucharest University of Economic Studies, Bucharest Business School, Calea Grivitei 2-2A, sala 4303, București, www.ase.ro, bbs.ase.ro

- Management of the school
- Academic management of the programs

Business or sector : Higher education

January 2013 – Sept. 2014

**Director of Quality Management and Internal Control Department**

Bucharest University of Economic Studies, Department for Quality Management and Internal Control, 6 Romana Square, Bucharest, district 1, postal code 010374, www.ase.ro

- Quality assurance, accreditation, managing procedures for internal control

Business or sector : Quality assurance and internal control

October 2011 – Onwards

**PhD Academic Supervisor**

Bucharest University of Economic Studies, UNESCO Department for Business Administration, Calea Grivitei 2-2A, Bucharest, district 1, postal code 010731, www.fabiz.ase.ro

- Supervision of doctoral thesis in the field of *Business Administration*, with a focus on *Entrepreneurship* (Academic Entrepreneurship, Social Entrepreneurship, Women Entrepreneurship, Social Innovation, Social Capital, Social Value)

Business or sector : Higher education &amp; Research

2011 – Onwards

**Member of the Regional Development Consortium Bucharest-Ilfov**

Centrul Național de Dezvoltare a Învățământului Profesional și Tehnic – Str. Spiru Haret 10-12, Sector 1, București, www.tvet.ro

- Monitoring and update of the Regional Action Plan for Education at the level of Bucharest-Ilfov Region
- Reinforcement of the social partnership for technical and vocational training at the local and regional level and correlation with higher education

Business or sector: Higher education

February 2008 – Onwards

**Professor**

Bucharest University of Economic Studies, UNESCO Department for Business Administration, Calea Grivitei 2-2A, Bucharest, district 1, postal code 010731, www.fabiz.ase.ro

- Teaching: Entrepreneurship and Business Development, Social Entrepreneurship, Business Quality and Innovation, Business Negotiations, Energy Management Systems
- Research: Business Innovation, Social Entrepreneurship, Social Innovation, Social Capital, Social Value, Academic Entrepreneurship, Inclusive Entrepreneurship

Business or sector : Higher education

October 2006 – February 2008

**Associate Professor**

Bucharest University of Economic Studies, UNESCO Department for Business Administration, Calea Grivitei 2-2A, Bucharest, district 1, postal code 010731, www.fabiz.ase.ro

- Teaching: Business Quality Management, Entrepreneurship, Business Negotiations, Cross/Cultural Management, Entrepreneurial Culture
- Research: Organization maturity, Business excellence models, Entrepreneurial organizations

Business or sector : Higher education

October 1997 – September 2006

### Senior Lecturer, Assistant Professor, Teaching Assistant

Bucharest University of Economic Studies, Quality Management and Commodity Science Department, 41 Dacia Boulevard, Bucharest, district 1, postal code 010404, [www.com.ase.ro](http://www.com.ase.ro)

- Teaching: Quality Management Systems, Commodity Science
- Research: Quality Management, Product Management

Business or sector : Higher education

April 2004 – May 2013

### Quality Auditor

Bucharest University of Economic Studies, UNESCO Department for Business Administration, Calea Grivitei 2-2A, Bucharest, district 1, postal code 010731, [www.fabiz.ase.ro](http://www.fabiz.ase.ro)

- Conducting quality audits of the quality management systems at different departments

Business or sector : Higher education – Quality auditing

June 2000 – June 2004

### Monitor, Evaluator

Bucharest University of Economic Studies, CALIST Programme

- Project management, evaluation and monitoring

Business or sector : Higher education

## EDUCATION AND TRAINING

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October – November 2012

### Certificate (training course)

Institutul Național de Cercetare Științifică în Domeniul Muncii și Protecției Sociale – Centrul Național de Pregătire în Statistică

- Management of better compliance of the higher education system with the labour market
- Use of monitoring tools for graduates' employment on the labour force market

2009 – 2011 (120 hours)

### Certificate (post-graduate course): Institutional and Regional Development. Policies, strategies and partnerships

University of Bucharest, Romania

- Regional and institutional development
- Strategic management and quality management
- Policies, strategies and partnerships
- Communication, negotiations and data analysis

July 19-25, 2009

### Certificate (Faculty development program): EEC 2009 – European Entrepreneurship Colloquium

EFER – European Foundation for Entrepreneurship Research, Maastricht, Olanda

- Entrepreneurship
- Entrepreneurial management
- Case study writing and teaching

June 9-20, 2008

### Certificate (Faculty development program): IMTA 2008 - International Management Teachers Academy Faculty Development Program

CEEMAN – Central and Eastern European Management Development Association, Bled, Slovenia

- Change management
- Entrepreneurial leadership
- Case study writing and teaching

July 20-28, 2007

**Certificate (Faculty development program): EECPCCL 2007 – European Entrepreneurship Colloquium on Participant-Centered Learning**

HBS – Harvard Business School, Boston, SUA

- Entrepreneurship
- Entrepreneurial management
- Case study writing and teaching

August 2004 – July 2005

**Certificate (post-doctoral research grant – Fulbright Commission): Fulbright Scholar**

Loyola University New Orleans, LA, SUA – College of Business Administration

- Six Sigma
- Lean Enterprise
- Total Quality Management & Business Excellence Models

September 2002 – January 2003

**Certificate (doctoral research grant – The Romanian Ministry of Education)**

Universita „La Sapienza” di Roma, Italia – Facolta di Economia, Dipartimento di Controllo e Gestione delle Merci del Loro Impatto Sull'Ambiente

- Innovation Management
- Quality Management & Business Excellence Models

November 1997 – June 2003

**Doctoral Degree in Economics**

The Bucharest University of Economic Studies (ASE), Romania

- Product Management & Commodity Science
- Quality Management

October 1997 – July 1998

**Graduation Diploma in Quality Management**

The Bucharest University of Economic Studies (ASE), Romania

- Quality Management & Business Excellence Models

October 1993 – July 1997

**Bachelor Degree in Economics**

The Bucharest University of Economic Studies (ASE), Romania

- Economics (Commerce, Quality Management )

October 1990 – July 1995

**Bachelor Degree in Chemistry**

University of Bucharest, Romania

- Organic Chemistry

#### DOCTORAL RESEARCH SUPERVISION

PhD Theses supervised to completion

October 2020 **Mihaela Cornelia Popescu (Murărița)**

Business Model Evolution Applying Lean Thinking and Tools. A Focus on the Freight Transportation Industry

September 2020 **Ruxandra Argatu**

- Poverty reduction for vulnerable groups in Romania through social enterprises
- September 2019 [Daniela Staicu](#)
- Models of social business in the Romanian textile and clothing sector and barriers in business development
- September 2019 [Matthias Duenweber](#)
- Improving sales performance in Germany by applying effective leadership techniques
- July 2019 [Oana Găucă](#)
- Model of Social Innovation in Public Universities
- October 2018 [Adina Filculescu](#)
- The Role and Contributions of Women Entrepreneurship in Creative Industries. A Focus on the Event Planning Industry
- September 2018 [Denisa Drăgan](#)
- The Role and Dimensions of Social Entrepreneurship in Higher Education
- Iulie 2018 [Remus Moraru](#)
- Online Social Value in the Hotels Online Environment
- October 2016 [Ramona Cantaragiu](#)
- Academic Entrepreneurship in Romanian Social Sciences
- October 2018 [Shahrazad Hadad](#)
- Corporate Social Entrepreneurship – the new paradigm of reshaping and rethinking business
- PhD Theses supervised under completion
- Since October 2020 [Mátyus Enikő](#)
- The role of business incubators in supporting small town and rural businesses for sustainable community development
- Since October 2020 [Andra Costrachievici](#)
- Development of new business models for Romanian start-ups driven by digital entrepreneurship
- Since October 2020 [Makkawi Hasan](#)
- Improving Risk Management in Small Enterprises to Increase Business Performance for Small Enterprises in the Insurance Industry in Palestine
- Since October 2020 [Doan Khanh Hung](#)
- The role of community and its contribution to stimulating indigenous entrepreneurship and local development in Vietnam
- Since October 2019 [Ioana Alexandra Onea](#)
- Innovation vs. efficiency in business. Analysing the imbalance between start-ups' appetite for innovation and business efficiency
- Since October 2018 [Florina Răzvanță](#)
- Business models for innovative community development in Romania
- Since October 2017 [Miruna Lungu](#)
- Achieving strategic agility through cross-industry business model innovation
- Master Theses supervised to completion (last 5 years)
- 2020 [4 students](#)
- Master of Entrepreneurship and Business Development
- 2019 [5 students](#)
- Master of Entrepreneurship and Business Development
- 2018 [5 students](#)
- Master of Entrepreneurship and Business Development
- 2017 [7 students](#)
- Master of Entrepreneurship and Business Development
- 2016 [9 students](#)
- Master of Entrepreneurship and Business Development
- Bachelor Theses supervised to completion (last 5 years)
- 2020 [17 students](#)
- Bachelor of Business Development
- 2019 [18 students](#)
- Bachelor of Business Development
- 2018 [17 students](#)
- Bachelor of Business Development
- 2017 [17 students](#)

2016 Bachelor of Business Development  
 16 students  
 Bachelor of Business Development

PERSONAL SKILLS

Mother tongue(s) Romanian

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Italian	B1	B1	A2	A2	A2
French	B1	B1	A2	A2	A2

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user  
 Common European Framework of Reference for Languages

Communication skills ▪ good communication skills gained through my experience as faculty member, conference speaker, project manager

Organisational / managerial skills ▪ leadership: doctoral academic advisor for more than 10 doctoral students, project manager for teams of 3 up to 20 people  
 ▪ program chair / mini-track chair at scientific conferences

Job-related skills ▪ good command of quality control processes (responsible for quality audit and internal control), energy management systems

Computer skills ▪ good command of Microsoft Office™ tools

Driving licence ▪ B

ADDITIONAL INFORMATION

Media: <http://www.revistabiz.ro/patru-din-zece-tineri-romani-vor-sa-si-porneasca-propria-afacere/>

Recommendations can be provided by reasonable request

ACADEMIC OUTPUTS (last 5 years)

Refereed Journals:

- Păunescu, C.; Molnar, E. (2020). Country's entrepreneurial environment predictors for starting a new venture. Evidence for Romania, *Sustainability* 2020, 12(18), 7794, 18 pag., ISSN 2071-1050, <https://doi.org/10.3390/su12187794>.
- Păunescu C., Argatu, R. (2020). Critical functions in ensuring effective business continuity management. Evidence from Romanian companies, *Journal of Business Economics and Management*, Vol 21(2), pp. 497–520, ISSN print: 1611-1699, online: 2029-4433, <https://doi.org/10.3846/jbem.2020.12205>.
- Paunescu, C., Matyus Eniko (2020). Resilience measures to dealing with the COVID-19 pandemic. Evidence from Romanian micro and small enterprises. *Management & Marketing. Challenges for the Knowledge Society*, Vol. 15, No. Special Issue, pp. 439-457, DOI: 10.2478/mmcks-2020-0026.



- Păunescu C., Popescu, M.C., Duennweber, M. (2018). Factors determining desirability of entrepreneurship in Romania. *Sustainability*, Vol. 10, Issue 11, 3893; 22 pag., ISSN 2071-1050; doi:10.3390/su10113893; <https://www.mdpi.com/2071-1050/10/11/3893>.
- Păunescu, C., Argatu, R., Lungu, M. (2018). Implementation of ISO 22000 in Romanian Companies: Motivations, Difficulties and Key Benefits. *Amfiteatru Economic*, Vol. 20, No. 47, February 2018; pp. 30-45; ISSN 1582-9146; [http://www.amfiteatruconomic.ro/RevistaDetalii\\_RO.aspx?Cod=1068](http://www.amfiteatruconomic.ro/RevistaDetalii_RO.aspx?Cod=1068); \*AIS iunie 2018 = 0.062.
- Păunescu, C.; Moraru, R. (2018). Maximizing social value in the hotel online environment using an analytic hierarchy process. *Journal of Competitiveness*; Zlin Vol. 10, Iss. 1, (Mar 2018): 106-124. DOI:10.7441/joc.2018.01.07.
- Păunescu C., Popescu, M.C., Blid, L. (2018). Business impact analysis for business continuity: Evidence from Romanian enterprises on critical functions. *Management & Marketing. Challenges for the Knowledge Society*, Vol. 13, No. 3, pp. 1035-1050, DOI: <https://doi.org/10.2478/mmcks-2018-0021>.
- Păunescu, C., Roșu, R. (2017). Propensity for hybrid entrepreneurship among females. *Entreprendre & Innover*, Vol 34, No. 3, *Hybrid entrepreneurship*, Éditeur: De Boeck Supérieur, pp. 38-49.
- Păunescu, Carmen, Acatrinei (Pantea) C. (2012). Managing Process Maturity for Sustainability in Romanian Organizations. *Journal of Business Economics and Management*, Vol. 13, No. 2, pp. 223-241, ISSN 1611-1699; <https://www.tandfonline.com/doi/abs/10.3846/16111699.2011.620149>.
- Păunescu, C., Găucă, O., Drăgan, D. (2017). Examining obligations to society for QS Stars best ranked universities in social responsibility. *Management & Marketing. Challenges for the Knowledge Society*, Vol. 12, No. 4, pp. 551-570, <https://doi.org/10.1515/mmcks-2017-0033>.
- Păunescu C. (2017). How prepared are small and medium sized companies for Business Continuity Management? *Quality. Access to Success* (Scientific Journal of Management Systems ©SRAC), 18(161), pp. 43-48, <http://www.srac.ro/calitatea/>
- Păunescu C. (2017). The importance of certification of organizations' management systems to ISO standards. *Calitatea. Acces la succes/ Quality. Access to Success* (Scientific Journal of Management Systems ©SRAC), 18(157), pp. 45-49, <http://www.srac.ro/calitatea/>.
- Păunescu, C., Blid, L. (2016). Effective energy planning for improving the organization's energy performance. *Management & Marketing. Challenges for the Knowledge Society*, 11 (3), pp. 513-531, DOI: 10.1515/mmcks-2016-0013, <https://www.degruyter.com/view/j/mmcks.2016.11.issue-3/mmcks-2016-0013/mmcks-2016-0013.xml?format=INT>.
- Păunescu, C., Pascu, A.I., Pop, O. (2016). Social Enterprise: How does this Way of doing Business differ from other Forms of Enterprise. *Quality. Access to Success* (Scientific Journal of Management Systems ©SRAC), 17(153), pp. 108-110, <http://www.srac.ro/calitatea/>.

#### Book Chapters:

- Dünnweber M., Păunescu C. (2019) Impact on Salespersons' Success Through Transformational Leadership. In: Bilgin M., Danis H., Demir E., Can U. (eds) *Eurasian Business Perspectives*. Eurasian Studies in Business and Economics, vol 10/1. Springer, Cham. [https://doi.org/10.1007/978-3-030-11872-3\\_11](https://doi.org/10.1007/978-3-030-11872-3_11).
- Păunescu C., Evans, R. (2018). The Role of Social Enterprises at European Level. In: *Doing Business in Europe - Economic Integration Processes, Policies, and the Business Environment*, Dima, A. (Ed.); Springer International, pp. 235-254, ISSN 1431-1941 ISSN 2197-716X (electronic) Contributions to Management Science ISBN 978-3-319-72238-2 ISBN 978-3-319-72239-9 (eBook); <https://rd.springer.com/book/10.1007/978-3-319-72239-9>.
- Păunescu, C. (2017). Does Community Service Make Any Difference in University Rankings? In: Za S., Drăgoicea M., Cavallari M. (eds) *Exploring Services Science*. IESS 2017. Lecture Notes in Business Information Processing, vol 279. Springer, Cham; pp. 283-294; Print ISBN 978-3-319-56924-6, Online ISBN 978-3-319-56925-3; [https://link.springer.com/chapter/10.1007%2F978-3-319-56925-3\\_23](https://link.springer.com/chapter/10.1007%2F978-3-319-56925-3_23).
- Păunescu, C.; Cantaragiu, R. (2013). *The Social Role of University Entrepreneurship in "Strategic Role of Tertiary Education and Technologies for Sustainable Competitive Advantage"*, IGI Global, pp. 103-119, ISBN 978-1-4666-4233-1 (hardcover), ISBN 978-1-4666-4234-8 (ebook), DOI: 10.4018/978-1-4666-4233-1.ch003.

#### Proceedings (ISI Proceedings):

- Argatu, R., Păunescu, C. (2019). Romania and its poverty-alleviating competitiveness: a Central and Eastern European outlook, Proceedings of the 13th International Conference on Business Excellence 2019, Volume: 13, Issue: 1, Pages: 435-447, Published: MAY 2019, DOI: 10.2478/picbe-2019-0038, ISSN 2558-9652.
- Păunescu, C. (2018). Social enterprise as a superior innovation driver. Evidence from Romanian social impact award winners, Proceedings of the 4th edition of BASIQ 2018 International Conference on New Trends in Sustainable Business and Consumption, <http://conference.ase.ro/pdf/BASIQ%202018-%20Volume.pdf>, pp. 367-575, ISSN 2457- 483X ISSN-L 2457-483X.
- Păunescu, C., Staicu, D., Pop, O. (2018). The propensity for entrepreneurship among rural populations. A Central and Eastern European country,perspective The 12th International Conference on Business Excellence. Innovation and Sustainability in a Turbulent Economic Environment, Bucharest, Romania, March 22-24, 2018; <https://content.sciendo.com/abstract/journals/picbe/12/1/article-p728.xml>.
- Paunescu, Carmen; Popescu, Mihaela Comelia; Blid, Laura; et al. (2018). MOTIVATIONAL FORCES FOR SELF-EMPLOYMENT AMONG VULNERABLE POPULATION GROUPS IN ROMANIA. By: Conference: BASIQ International Conference on New Trends in Sustainable Business and Consumption Location: Heidelberg, GERMANY Date: JUN 11-13, 2018, BASIQ INTERNATIONAL CONFERENCE: NEW TRENDS IN SUSTAINABLE BUSINESS AND CONSUMPTION 2018 Book Series: Proceedings of BASIQ Pages: 149-157 Published: 2018.

- Paunescu, Carmen (2018). SOCIAL ENTERPRISE AS A SUPERIOR INNOVATION DRIVER. EVIDENCE FROM ROMANIAN SOCIAL IMPACT AWARD WINNERS, By: Conference: BASIQ International Conference on New Trends in Sustainable Business and Consumption Location: Heidelberg, GERMANY Date: JUN 11-13, 2018, BASIQ INTERNATIONAL CONFERENCE: NEW TRENDS IN SUSTAINABLE BUSINESS AND CONSUMPTION 2018 Book Series: Proceedings of BASIQ Pages: 367-375 Published: 2018.
  - Păunescu, C., Blid, O. (2017). Seniorpreneur as a career option for smart active ageing. A study on Romania, Proceedings of the 11<sup>th</sup> International Conference on Business Excellence, Volume 11, Issue 1 (July 2017), pp. 826-833, ISSN (Online) 2558-9652, DOI: <https://doi.org/10.1515/picbe-2017-0088>.
  - Păunescu, C., Găucă, O., Drăgan, D. (2017). Managing obligations to society. Case of best ranked universities in social responsibility. The 11th International Conference on Business Excellence. Strategy, Complexity and Energy in changing times, ASE Bucharest, 30-31 March 2017. Proceedings of the International Conference on Business Excellence, Volume 11, Issue 1 (July 2017), pp. 818-825, ISSN (Online) 2558-9652, DOI: <https://doi.org/10.1515/picbe-2017-0087>.
  - Păunescu, C.; Blid, L.; Anechiței, A. (2016). Effective energy planning for improving the company's energy performance. ENERGY, CLIMATE CHANGE AND SUSTAINABILITY. Book Series: Proceedings of the International Conference on Business Excellence, pages: 52-64. Edited by: Tantau, A; Dima, AM; Hadad, S. Conference: 10th International Conference on Business Excellence in Energy, Climate Change and Sustainability Location: Bucharest, ROMANIA Date: MAR 03, 2016, ISBN 978-606-92299-1-0, ISSN 2502-0226.
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