

ACADEMY OF ECONOMIC STUDIES OF BUCHAREST



DOCTORAL SCHOOL: MANAGEMENT

**MANAGERIAL RESEARCH FOR DECISION SUPPORT IN THE
PERSPECTIVE OF ECONOMIC, SOCIAL AND DIGITAL
TRANSFORMATIONS**

SUMMARY OF THE HABILITATION THESIS

**CANDIDATE:
MARGARETA ILIE
OVIDIUS UNIVERSITY OF CONSTANTA**

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Summary

The habilitation thesis entitled "Managerial research for decision support in the perspective of economic, social and digital transformations" summarizes the research, academic and professional results achieved by the candidate. Its structure covers a presentation of the evolution of the candidate's scientific, academic and professional career, with reference to the main directions of its development in the future, in the context of the significant scientific achievements in the field of management.

In **Part 1** Professional and scientific achievements contains university studies, postgraduate studies, doctoral studies, as well as other forms of training and educations starting with 2003. Also, here are presented the positions held over time within the management structures of the Faculty of Economic Sciences and of the University, as well as coordinating the activities of students and master's students.

The *1st Chapter of Part 2* contains a serie of three reserches and their results inregard with *Analysis of economic indicators to support entrepreneurial decisions*. Their topics include *macromanagement indices influences on purchasing power parities modeled with artificial neural network, management based on data analysis, and analysis of the "economic" sentiment for the euro zone under the influence of four management indicators*, disseminated through the publication of scientific articles with other contributors in ISI indexed journals, Web of Science (Clarivate) and in International Data Bases as all the results of the all chapters have been published. The results achived led to the conclusion that production and the percentage of homes with internet access greatly influence purchasing power parity, the active participation of employees, together with the involvement of companies in their well-being leads to an increase in the score obtained through the evaluation of employees, and "animal spirit" is the one that most influences the "economic" sentiment indicator. The analysis of these indices and their influences helps management to substantiate their decisions.

The results presented in the *2nd Chapter* entitled *Analysis of customer satisfaction with banking services* determines the importance of customer satisfaction on banking services, using modern analysis tools, including AI in the form of artificial neural networks and graphical visualization of data evolution, with a focus on current banking services, such as e-banking, but also considering the influence of socio-demographic factors. The most important determinants of customer satisfaction were convenience, e-banking, services quality and income. In the case of the period of the COVID-19 pandemic, the importance of e-banking in the assessment of global satisfaction is marginal according to our sample, but it fits with recent trends in customer preferences, topic popularity and high priority on the agenda of decision-makers from everywhere. But, outside the period of the COVID-19 pandemic, the biggest influence on the level of customer satisfaction is, in hierarchical order, the size of the income, followed by the place of residence and the e-banking services offered.

In *Chapter 3* the candidate focuses on *Data analysis in the field of tourism activities, analyzing the perception of the inhabitants of the communities on the behavior of tourists in the conditions necessary for a sustainable development* for the evaluation of social perception, using

mathematical modelling. The research results enable tourism companies to optimize their operations and marketing strategies, ensuring they can react quickly and effectively to weather-related changes, thereby increasing customer satisfaction and maximizing revenue.

Chapter entitled *Analysis of management education and employee situations*, **4th Chapter**, focuses on several directions with direct, fundamental influences on human resources management. Starting with *A brief analysis of hiring managers in Romania*, the researches he also headed towards *Analysis of the educational requirements of Generation Z in relation to Industrialization 4.0*. Some of the results show that the evolution of employed managers, during the crisis, is almost the opposite of the number of employees in small businesses. Generation Z represents a major challenge in terms of employee management, human resource management, motivation and work organization in general. At the same time, if understood correctly, Generation Z is an opportunity for employers, as it can offer many advantages to businesses and help in faster digitization and computerization, the implementation of Industry 4.0, increased innovation and quality, and growth and development the business as a whole. Thus, businesses must provide employees with additional opportunities to communicate with each other, both formally and informally, so that all social aspects of the natural work environment are not missed or affected.

In the last chapter of the 2nd part, **Chapter 5**, *Current concepts necessary for the managerial function are studied*. A look at *management strategies in the circular economy and the role of the market in the entrepreneurial orientation and business performance of SMEs* determined the following conclusions: the industry needs to move from linear to circular models and then to regenerative business models. The trend, imposed by climate changes and the absence of resources, is to introduce into business models actions that reuse resources in the cycle of nature, which will lead to environmental regeneration. Management is therefore essential to continue this transformation, thinking that governments will only act if citizens demand it. The circular economy would close, reduce and tighten the loop of resources and should cover the different managerial practices, from considering opportunities to developing them.

Entrepreneurial orientation and market orientation are positively related to business performance in Romanian SMEs as well. On the other hand, the entrepreneurial orientation - business performance relationship is not simple, but rather mediated by environmental and organizational factors.

Part 3 of the thesis projects primary paths for future growth for both directions: educational activity and research activity. This section details the candidate's academic and scientific endeavors, underscoring their contributions to enhancing the quality of higher education and their dedication to ongoing professional development. Additionally, it lays out the future directions, encompassing academic work, scientific research, quality enhancement in higher education, and the supervision of PhD students.

The framework through which the candidate proposes to build her career is based on a set of values: feedback, transparency, openness to new ideas, communication, and teamwork. She relies on the support of these values from the Department of Business Administration, as well as the Faculty of Economic Sciences, and on promoting these values among collaborators.

