ACADEMIA DE STUDII ECONOMICE DIN BUCUREȘTI

FACULTATEA DE RELAȚII ECONOMICE INTERNAȚIONALE

Domeniul de studii universitare de doctorat:

ECONOMIE ȘI AFACERI INTERNAȚIONALE

TEZĂ DE ABILITARE

Managementul internațional: resurse umane, leadership și antreprenoriat în context global

Summary

Candidat: Conf. Univ. Dr. Dr. IRINA ELENA ION

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The habilitation thesis entitled ***"International Management: Human Resources, Leadership and Entrepreneurship in a Global Context"*** presents a synthesis of the main ***original scientific contributions*** and ***of the scientific, professional and academic activities*** carried out ***after obtaining the PhD title in Economics in 2011***. The thesis addresses key aspects in the field of international management, with the scientific contributions positioned at the intersection of ***international human resource management***, ***comparative leadership*** and ***global entrepreneurship***, alongside the exploration of other research directions, such as ***economic crises***.

The thesis is structured into ***two parts***. ***The first part*** of the habilitation thesis presents the main scientific contributions in the global context of significant and current scientific achievements in the field. Overall, the thesis offers an integrated perspective on the ways in which human capital, culture, technology and economic environment variables influence managerial processes in a global context. These contributions consolidate a coherent academic profile, oriented towards explaining contemporary organizational and economic phenomena in the context of international economics and business. ***The second part*** of the habilitation thesis addresses the plan for the development of the academic career, presenting the professional trajectory, the evolution of research activity and the future plans for academic career development.

In the first part of the habilitation thesis, the scientific contributions have been ***grouped into four main research directions***, namely ***Research Direction 1 International Human Resource Management and Human Capital Development in a Global Context***; ***Research Direction 2 International Leadership and Human Resource Development***; ***Research Direction 3 Entrepreneurship and the Role of Human Capital in Global and Local Contexts***; and ***Research Direction 4 Other Research Directions: Global Economic Crises. The Case of Romania during 2007–2009***.

Research Direction 1 International Human Resource Management and Human Capital Development in a Global Context primarily addresses aspects related to human resource development in an international context, as a strategic element of human resource management, which mainly aims at cultivating employees' knowledge and skills, in order to ensure their professional and career development, while simultaneously increasing organizational efficiency. Research Direction 1 is divided into four research themes.

Theme 1.1 Professional Development of Women, Gender Equality and Work–Family Balance in International Management addresses aspects related to gender equality, women's professional development, their insertion into the labor market, work–family balance, as well as the influence of local, regional and national contexts on gender equality and organizational policies addressing this issue. The contributions suggest that Romania belongs, in terms of cultural values regarding gender equality, to a relatively well defined cluster of former socialist economies in Central and Eastern Europe, characterized by heterogeneous views on gender roles, including both progressive and traditionalist attitudes. The contributions argue that understanding the particularities of the sociocultural environment and local values regarding gender roles and the career–family relationship facilitates a better understanding of the organizational and social contexts in which women carry out economic and professional activities, with important implications for the formulation of international human resource management policies.

Theme 1.2 Employability and Inclusion in International Contexts for Vulnerable and Underrepresented Groups addresses the issue of labor market insertion, professional development, employability and inclusion for various social groups, including groups considered vulnerable in the labor market. The contributions highlight that organizations with international activity can generate sustainable competitive advantages by integrating robust diversity, equity and inclusion (DEI) policies that facilitate access to talent and stimulate creativity, adaptability and performance.

Theme 1.3 Contextual Factors of Human Resource Development in International Organizations analyzes and confirms the importance of contextual factors on human resource development in international organizations, focusing on the influence of technological progress, trends in the international business environment and the characteristics of education systems. Theme 1.3 is divided into three subthemes. Subtheme 1.3.1 "Technological Progress – Contextual Factor of Human Resource Development and Global Human Capital" explores the impact of digitalization, automation and technological transformations on workforce skills, occupational requirements and human resource policies. The contributions underline the need to recalibrate organizational strategies to integrate advanced digital competencies and support continuous learning processes. Subtheme 1.3.2 "Trends and Transformations in the International Business Environment – Contextual Factors of Human Resource Development and Global

Human Capital" analyzes how globalization, intensifying international competition and structural transformations in the business environment influence job architecture and the dynamics of professional development. The scientific contributions highlight that current trends in the international business environment constitute essential contextual factors in shaping global human resource strategies. Subtheme 1.3.3 "The Education System – Contextual Factor of Human Resource Development and Global Human Capital" highlights the role of education and vocational training systems in human capital accumulation, emphasizing multinational companies' dependence on the capacity of educational systems to provide relevant competencies for productive processes. The scientific contributions reinforce the idea that global organizational performance is conditioned by the quality of national educational infrastructure.

Theme 1.4 Global Human Capital Development contributes to the scientific literature in the field of human capital in Romania and from a global comparative perspective by estimating the rates of return to education in Romania and comparing them with rates estimated globally for various categories of countries.

Research Direction 2 International Leadership and Human Resource Development investigates leadership from comparative, conceptual and applied perspectives, highlighting the ways in which sociocultural particularities influence leadership styles and managerial practices. Research Direction 2 is divided into three research themes.

Theme 2.1 Leadership as an Emerging Research Field in Romania – A Comparative Perspective offers comparative perspectives between leadership practices in Romania and those in Western Europe and the United States. The research highlighted various local sociocultural tendencies and characteristics of leadership styles, such as a deeply collectivist orientation, high employee loyalty, short term orientation, a patriarchal, authoritarian and risk averse style, formalism and the importance of status.

Theme 2.2 Theoretical and Practical Foundations of Leadership in the Organizational Context explores theories and practices of leadership in organizational settings, offering a comparative analysis between Romania and other regions of the world and contributing to the consolidation of the conceptual framework of organizational leadership.

Theme 2.3 Ethical and Spiritual Leadership. Research Agenda and Managerial Implications contributes to the conceptual development of spiritual leadership, a form of ethical

management, alongside servant, transformational and authentic leadership, proposing future research directions for the development of this concept.

Research Direction 3 Entrepreneurship and the Role of Human Capital in Global and Local Contexts addresses entrepreneurship, with an emphasis on studying entrepreneurial intentions and motivations and the environmental factors that influence these variables. Research Direction 3 is divided into three research themes.

Theme 3.1 Global Macroeconomic Determinants of Entrepreneurship offers a global comparative perspective on the determinants of long term entrepreneurial development across multiple countries. The research illustrated that bankruptcies, economic conditions, production prices, wages and bank credit granted to the private sector are key determinants of entrepreneurial dynamics, and that economic policies maintaining macroeconomic balance directly influence entrepreneurial development at the global level.

Theme 3.2 Regional Differences in Entrepreneurial Perceptions. ***The Case of Romania*** highlights how local and regional conditions influence entrepreneurial attitudes, demonstrating that entrepreneurship reflects the competitive advantages and disadvantages of the local external environment.

Theme 3.3 Entrepreneurship, Human Capital and Consultancy in Family Businesses in Romania explores entrepreneurship from the perspective of family business development. The theme analyzes the development of family businesses in Romania and the use of consultancy services, offering a comparative perspective on consultancy markets in emerging and developed economies.

Research Direction 4 Other Research Directions: Global Economic Crises. The Case of Romania during 2007–2009 addresses various aspects related to the 2007–2009 economic crisis and is divided into three research themes.

Theme 4.1 Socioeconomic Consequences of the Crisis – Romania and a New Development Model argues that the recession in Romania during 2008–2009 was not merely a temporary economic downturn, but a structural and political leadership crisis, with triggering factors distinct from those of external crises, in which austerity measures deepened pre existing structural deficiencies in the Romanian economy, such as income inequality and tax evasion.

Theme 4.2 The Impact of the Crisis on Retail Trade in Romania focuses on the effects of the 2008–2009 crisis on retail trade, exploring its evolution and consumption trends during the

crisis, as well as possible business and marketing strategies for companies adapted to the recession.

Theme 4.3 Economic Crises in Theoretical Debate: Consistency versus Inconsistency in the Economic Paradigm addresses the issue of economic crises from the perspective of economic theories that examine these phenomena.

Within each research direction, I identified and briefly analyzed some of the limitations of global scientific research addressing the themes explored in my own works, in sections entitled "Research Context", followed by the presentation of my scientific contributions.

In the second part of the habilitation thesis, I highlighted the evolution of my academic, scientific and professional career and its main development directions, in the global context of significant and current scientific achievements in the field, following ***two main dimensions: teaching and scientific coordination***, and ***the research activity***. In this section, I synthetically presented the results of my research activity, especially ***the scientific works produced*** and ***participation in research projects***, such as the project Smart bargaining in the services sector: overview, challenges, opportunities (BARSERVICE), project no. 101126532; the project Trust in Relations between Unions and Employers in Europe (TRUE EUROPE), project no. 101126483; the project Economic Social and Spatial Inequalities in Europe in the Era of Global Mega trends (ESSPIN); and the project Digitalization, Automatization and Decarbonization: Opportunity for strengthening collective bargaining in the metal sector (BARMETAL). These projects were funded by the European Commission and addressed relevant and current topics also connected to the courses taught, such as ***International Business Environment***, ***International Business***, and ***Management of Transnational Corporations***, focusing on ***comparative European perspectives*** on ***labor relations, labor market functioning, human capital development, the impact of technological progress on human resources, and socioeconomic inequalities in the context of global megatrends***. In the second part of the habilitation thesis, I highlighted my ability ***to coordinate research teams and work within them, to organize and manage teaching activities, and to explain and facilitate learning and research***. For each of the two main dimensions addressed, I proposed four strategic action directions aimed at developing the academic and research career. For teaching and scientific coordination activities, these directions are: ***Direction 1 Pedagogical Innovation and Curriculum Modernization***; ***Direction 2 Mentoring, Scientific Coordination and Doctoral***

Supervision; ***Direction 3 Continuous Professional Training and Academic Ethics***; and ***Direction 4 Institutional Engagement and University Management***. For research activity, the main strategic action directions established are: ***Direction 1 Editorial Excellence and High Impact Scientific Publications***; ***Direction 2 Research Projects and Institutional Cooperation***; ***Direction 3 Internationalization Activities and Academic Networking***; and ***Direction 4 Continuous Development of Scientific Research Skills***. The second part of the thesis is followed by ***Conclusions***.

The bibliographic references used in the habilitation thesis were divided into two categories: ***bibliographic references*** from the international scientific literature consulted and ***references of the candidate's own works***.

Overall, the arguments presented throughout the habilitation thesis entitled ***"International Management: Human Resources, Leadership and Entrepreneurship in a Global Context"*** highlight the teaching and research capacities and achievements obtained after earning the PhD title in Economics in 2011 and up to the present. The habilitation thesis documents the professional achievements obtained, demonstrating the originality and relevance of the academic, scientific and professional contributions and anticipating an independent development of the future academic and research career.