

THE ACADEMY OF ECONOMIC STUDIES IN BUCHAREST

COUNCIL FOR UNIVERSITY DOCTORAL STUDIES

Doctoral School of Management



DEGREE THESIS

Topic: Managerial Challenges in the Age of Digitalization

Candidate:

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Abstract

The habilitation thesis "**Managerial Challenges in the Era of Digitalization**" describes in a general way the academic career of the candidate after obtaining the doctorate in the field of Management, the main research directions, the perspectives and future directions for the development of the didactic activity. Thus, the candidate's knowledge, skills and abilities will be demonstrated in both teaching and research activities, including the ability to manage research teams or groups and to harmonize student activities.

In this sense, the thesis was structured in three main parts, as follows:

The first part of the habilitation thesis is constituted through the prism of professional and scientific achievements. Thus, within this chapter, in a first stage, significant contributions were highlighted in terms of the permanent improvement of professional and research skills and competences through participation in several research projects, both as a team member, but and as a project manager, advanced postdoctoral research programs, as well as research internships abroad. At the same time, the didactic activity was focused on the economic field in general but also on the management field in particular, having since the beginning, from the doctorate period, the great satisfaction and honor of supporting seminar activities in various disciplines, such as Management, Quality Management Processes, Operational Management, Production Management, Fundamentals of Management, Managerial Methodologies and the Specificity of Consulting in SMEs, both at the level of the full-time study program and at the level of the distance study program, but also at the Master's level.

The conclusion of this chapter was shaped by the research activity. Thus, the research activity materialized through the publication of books as an author or co-author in prestigious publishing houses, the publication of articles in Web of Science (WoS) indexed journals and in the most important international databases, participation in both national and international conferences and international, carrying out evaluation activities for national and international journals and conferences, as well as through the research projects in which I have been a part as a member, but also as a project director.

The second part of the habilitation thesis focused particularly on the major research directions in the field of Management, followed after obtaining the doctorate. So, the first direction of research took shape based on the identification of the importance of digitization and innovation within organizations. The second direction of research was crystallized by the importance given to the skills, knowledge, but also the behavior of the employees in achieving the objectives, so on the performance of the employees both at the individual level and at the organizational level. My attention was focused on this line of research because I found that most organizations put a lot of emphasis on employee performance at work, which is considered an important element in achieving a long-term competitive advantage. The third direction of research was defined by the continuation and development of theoretical and empirical studies from the period of the doctorate

in terms of organizational culture. Thus, within it, the influences of individual factors, such as employee skills and management's perceived behavior on the organizational culture, were analyzed. At the same time, another work within this research direction focused on the differences between Romania and Japan, regarding the positive or negative association of different forms of motivation through HWI (Heavy Work Investment), which refers to investment in work.

The last part of the thesis, namely chapter three, focused on Perspectives and directions for the development of teaching and research activity. Thus, the main directions of development, objectives and methods of achievement were outlined, with regard to the didactic activity, as well as the research activity. At the same time, I emphasized the important role of acquiring the qualification certificate and belonging to the Doctoral School of Management by establishing future development opportunities both academically and individually. Last but not least, I want to increase and expand my visibility and collaborations at the university level, both in the country and abroad, through the membership of the Doctoral School of Management.