ALEXANDRU IOAN CUZA UNIVERSITY of IAȘI

FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION

Co-funded by the European Union

JEAN MONNET CHAIR. EU PUBLIC ADMINISTRATION INTEGRATION AND RESILIENCE STUDIES
EU-PAIR
Project no. ERASMUS-JMO-2021-HAI-TCH-RSCH-101047526

2025 EU-PAIR

4th Edition of the Annual International Conference

"Challenges and Dynamics of European Administrative Area"

19th – 20th of JUNE 2025

CONFERENCE PROGRAMME AND BOOK OF ABSTRACTS

IAȘI, ROMÂNIA

Collaborative partner FONDATION JEAN MONNET POUR L'EUROPE

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Conference Programme

Friday, 20th of June 2025

10:30 a.m. – 11:00 a.m.	**Registration of the participants** Alexandru Ioan Cuza University of Iasi Faculty of Economics and Business Administration Main Hall, 1st floor of B Building, Blvd. Carol nr. 22
11:00 a.m. – 11:15 a.m.	**Opening ceremony - Welcome address (link)** Faculty of Economics and Business Administration, Room B417 *** **Keynote Speakers** **Professor, PhD. Liviu-George MAHA** *Rector of the Alexandru Ioan Cuza University of Iasi, Romania* **Associate Professor, PhD. Bogdan Gabriel ZUGRAVU** *Vice-Dean of the Faculty of Economics and Business Administration, Alexandru Ioan Cuza University of Iasi, Romania* **Chair:** **Professor, PhD. Hab. Ana-Maria BERCU** *Jean Monnet Chair holder of the EU-PAIR 2025 International Conference*
11:15 a.m. – 12:30 a.m.	**Plenary Session I (link)** Faculty of Economics and Business Administration, Room B417 **Invited Speakers** **Associate Professor, PhD. Diana Camelia IANCU** *National University of Political Studies and Public Administration Bucharest, Romania* ***Educators as Visionaries: Shaping Digital Competence for a Resilient Society*** **Professor, PhD. Adrian IFTENE** *Alexandru Ioan Cuza University of Iasi, Romania* ***When and How to Use Artificial Intelligence in Our Daily Activities? Examples and Best Practices*** **Professor, PhD. Gilles GRIN** *Director of Jean Monnet Foundation for Europe, in Lausanne, Switzerland* ***Defence Policies in Europe: A Historical Appraisal*** *** **Chair:** **Associate Professor, PhD. Cătălin VRABIE** *National University of Political Studies and Public Administration Bucharest, Romania*

12:45 p.m. – 2:00 p.m.	**Lunch break** **The Academics House Restaurant (Casa Universitarilor)**
2:15 p.m. – 5:45 p.m.	**Parallel Sessions** **B Building of the *Alexandru Ioan Cuza* University of Iasi** **Floor 2 and Floor 3** Track 1a and 1b: *E-Governance and Digital Public Administration* Track 2a, 2b, 2c and 2d: *Business and Management in the Digital Age* Track 3: *Legal Frameworks for Digital Rights and Responsibilities* Track 4: *The Digital Economy and Sustainable Growth* Track 5: *Accounting and Financial Reporting in the Digital Age* Track 6: *AI, Big Data, and Machine Learning in Digital Education and Governance*
6:00 p.m. – 8:00 p.m.	**Cocktail Reception** **The Academics House Restaurant (Casa Universitarilor)**
Thursday **19th of June 2025** 2:00 p.m. – 4:30 p.m.	**Workshop: "Young Professionals in European Administrative Area"** **Room B611** ******* **Chairs:** **Professor, PhD. Gilles GRIN** **Associate Professor, PhD. Elena CIGU** *Alexandru Ioan Cuza* University of Iași, Romania

Track 1a: E-Governance and Digital Public Administration

Room B523 and on-line Microsoft Teams (https://tinyurl.com/53bhv9tf)

Chair:

Professor PhD. Silviu TIȚĂ, Alexandru Ioan Cuza University of Iasi, Romania

***

Track 1b: E-Governance and Digital Public Administration

Room B504 and on-line Microsoft Teams (https://tinyurl.com/muj9r5k6)

Chair:

Associate Professor PhD. Elena CIGU, Alexandru Ioan Cuza University of Iasi, Romania

***

Track 2a: Business and Management in the Digital Age

Room B502 and on-line Microsoft Teams (https://tinyurl.com/mrxjczur)

Chairs:

Professor PhD. Adina DORNEAN, Alexandru Ioan Cuza University of Iasi, Romania

Professor PhD. Sorin-Gabriel ANTON, Alexandru Ioan Cuza University of Iasi, Romania

***

Track 2b: Business and Management in the Digital Age

Room B611

Chair:

Professor PhD. Claudia Iuliana STOIAN, Alexandru Ioan Cuza University of Iasi, Romania

***

Track 2c: Business and Management in the Digital Age

Room B607

Chair:

Professor PhD. Gabriela BOLDUREANU, Alexandru Ioan Cuza University of Iasi, Romania

***

Track 2d: Business and Management in the Digital Age

Room B614 and on-line Microsoft Teams (https://tinyurl.com/4hseens4)

Chair:

Professor PhD. Bogdan Narcis FÎRȚESCU, Alexandru Ioan Cuza University of Iasi, Romania

***

Track 3: Legal Frameworks for Digital Rights and Responsibilities

Room B525 and On-line – Microsoft Teams (https://tinyurl.com/3jnvbnuw)

Chairs:

Associate Professor PhD. Ada Iuliana POPESCU, Alexandru Ioan Cuza University of Iasi, Romania

Associate Professor PhD. Carmen MOLDOVAN, Alexandru Ioan Cuza University of Iasi, Romania

***

Track 4: The Digital Economy and Sustainable Growth

Room B613 and on-line Microsoft Teams (https://tinyurl.com/mryjc4h6)

Chair:

Professor PhD. Bogdan PETRIȘOR, Alexandru Ioan Cuza University of Iași, Romania

***

Track 5: Accounting and Financial Reporting in the Digital Age

Room B503 and on-line Microsoft Teams (https://tinyurl.com/3cn22pt2)

Chairs:

Professor PhD. Ioan-Bogdan ROBU, Alexandru Ioan Cuza University of Iasi, Romania

Professor PhD. Costel ISTRATE, Alexandru Ioan Cuza University of Iasi, Romania

***

Track 6: AI, Big Data, and Machine Learning in Digital Education and Governance

Room B618 and on-line Microsoft Teams (https://tinyurl.com/2mkz3emc)

Chair:

Associate Professor PhD. Cătălin VRABIE, National University of Political Studies and Public Administration, Bucharest, Romania

Professor PhD. Alexandru ȚUGUI, Alexandru Ioan Cuza University of Iasi, Romania

Rules for 2025 EU-PAIR on-line meetings, via Microsoft Teams:

- The working sessions links will be available for all the participants, at the scheduled time.
- To join the meeting, the participants are required to use the specific link, to provide their name and to wait for the organizer's approval for entering the meeting room.
- During the meeting, all the attendees will be muted, and they should unmute themselves only while speaking.
- The organizers of the meetings have the possibility to mute/unmute the attendees, to grant them presenters' rights to show their computer screen and to remove any participant from the ongoing meeting.

Looking forward seeing you during 2025 EU-PAIR working sessions!

PLENARY SESSION

2025 EU-PAIR ANNUAL INTERNATIONAL CONFERENCE
"CHALLENGES AND DYNAMICS OF EUROPEAN ADMINISTRATIVE AREA"

DEFENCE POLICIES IN EUROPE: A HISTORICAL APPRAISAL

GILLES GRIN
University of Lausanne, Switzerland
gilles.grin@fjme.unil.ch

Abstract

This paper aims to provide a long-term historical perspective on the development of defence policies in Europe. It first presents the Westphalian system that structured inter-state relations from the end of the Thirty Years' War (1648) to the end of the Second World War (1945). The Cold War period is then presented. This is followed by the post-Cold War period, the turning point in 2007-2008, the all-out war in Ukraine and the American shift. This allows us to present the beginnings of a European response and to draw some conclusions.

Keywords: European Union; Common Security and Defence Policy; NATO; international system; history.

WHEN AND HOW TO USE ARTIFICIAL INTELLIGENCE IN OUR DAILY ACTIVITIES? EXAMPLES AND BEST PRACTICES

ADRIAN IFTENE
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
adrian.iftene@uaic.ro

Abstract

Artificial Intelligence (AI) is increasingly embedded in our daily lives, transforming fields ranging from education and healthcare to software development and communication. This presentation offers a comprehensive exploration of how AI tools can be effectively integrated into everyday activities, with an emphasis on real-world applications and best practices. Examples include AI-based tools for text processing (ChatGPT, NotebookLM), code generation (GitHub Copilot), visual and voice synthesis (DALL·E, ElevenLabs), and interactive content creation (Napkin, Google AI Studio). The talk also addresses the challenges encountered when deploying AI tools in educational settings, such as student reluctance, tool limitations, and the importance of domain expertise. Ethical considerations like plagiarism, trust, and misuse are critically discussed, underlining the necessity of responsible AI usage.

Keywords: Artificial Intelligence (AI), AI tools, education, ethics.

EDUCATORS AS VISIONARIES: SHAPING DIGITAL COMPETENCE FOR A RESILIENT SOCIETY

DIANA – CAMELIA IANCU

National University of Political Studies and Public Administration
Bucharest, Romania
diana.iancu@snspa.ro

Abstract

In an age of digital disruption and social complexity, the role of educators in higher education, especially those shaping future civil servants, must go beyond traditional teaching. Universities are not just places of learning; they are incubators of solutions for tomorrow's public challenges. This keynote argues that educators must step beyond the lecture hall and actively engage with the digital and societal realities their students will face. Digital competence is no longer optional - it is a fundamental requirement for public institutions striving to be transparent, inclusive, and adaptive. By integrating digital tools critically, fostering ethical reflection, and collaborating with real-world stakeholders, educators help form public servants who are not only technically skilled, but also problem-solvers, bridge-builders, and guardians of democratic values. The future demands more than knowledge. It demands vision and educators who are ready to lead it.

Keywords: higher education, digital competences, education.

TRACK 1a: E-GOVERNANCE AND DIGITAL PUBLIC ADMINISTRATION

Room B523 (B building) and on-line Microsoft Teams (https://tinyurl.com/53bhv9tf)

Chair:
Professor PhD. Silviu TIȚĂ, Alexandru Ioan Cuza University of Iasi, Romania

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THE DECISION-MAKING PROCESS IN HIGHER EDUCATION AND DIGITAL TRANSFORMATION: A BIBLIOMETRIC ANALYSIS

DIANA APARASCHIVEI
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
diana.aparaschivei@uaic.ro

OANA – ADRIANA CEICĂ (CONSTANDACHE)
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
oceica@uaic.ro

Abstract

This article offers a detailed bibliometric analysis of the scientific literature addressing the intersection between managerial decision-making in universities and the digital transformation of higher education institutions. Drawing on 905 articles published between 2010 and 2025 and indexed in the Web of Science Core Collection, the study aims to identify the main trends in research productivity, influential authors and institutions and key thematic patterns. The results reveal a marked increase in the number of publications after 2020, which correlates with the rapid acceleration of digital integration in response to global systemic pressures, especially those affecting academic governance and organizational flexibility. Frequently occurring keywords such as "digital transformation," "higher education," "artificial intelligence," and "management" reflect the multidimensional character of this field, indicating its inherently interdisciplinary nature. The network analyses performed through co-authorship and keyword co- occurrence demonstrate the existence of robust international collaboration and the formation of thematic clusters focused on topics such as digital leadership, e-governance, data-informed strategies, and institutional innovation. This bibliometric mapping contributes to a clearer understanding of how digitalization reshapes decision-making processes in universities. The paper concludes by offering research-based recommendations that may inform institutional policies and future investigations related to digital transitions in academic management.

Keywords: managerial decision-making; digital transformation; bibliometric analysis; higher education; academic governance

ARTIFICIAL INTELLIGENCE IN DIGITAL PUBLIC ADMINISTRATION: ADVANCING THE GOALS OF NEW PUBLIC MANAGEMENT

BAHRAM AZIZI
Punjabi University, Patiala
Patiala, India
khanbahram190@gmail.com

Abstract

The application of Artificial Intelligence (AI) in digital public administration and public service delivery shows a significant transformation in how governments manage resources and interact with citizens. This paper aims to investigate how the main principles of New Public Management, such as efficiency, effectiveness, customer orientation, and decentralization, can be achieved by applying AI technology to public administration processes. This research also highlights the potential of AI to transform traditional administration models into agile, data-driven, and outcome-focused governance systems by analysing how AI is applied in administrative processes. It seeks to find theoretical and conceptual linkages between AI-enabled digital governance and NPM objectives. It argues that AI advances the NPM agenda by enabling swifter service delivery, eased administrative procedures, boosted transparency, and evidence-based policymaking. Nonetheless, the paper also considers the potential risks in overreliance on technology, such as issues of accountability, ethical decision-making, and the digital divide. The research concludes that AI is not a substitute for good administrative principles but provides an impressive toolset that, when implemented within a clear policy framework, can assist public institutions in better aligning with the reformist objectives of NPM. The article makes a contribution to public administration literature through the provision of a framework to understand the confluence of AI and NPM in the new digital governance paradigm.

Keywords: Artificial intelligence, Digital Public Administration, New Public Management

ORGANIZATIONAL RESILIENCE IN THE DIGITAL AGE: A STRATEGIC PERSPECTIVE BASED ON THE EU DIGITAL AGENDA

BURDUJAN GABRIEL
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
gabriel.burdujan@student.uaic.ro

Abstract

In the context of accelerating digital transformation across the European Union, organizational resilience has emerged as a key strategic capability for navigating uncertainty, disruption, and systemic change. This paper proposes a conceptual framework for understanding and enhancing organizational resilience through the lens of the EU Digital Strategy and the Digital Compass 2030. Anchored in institutional theory and resource-based perspectives, the model explores the interplay between digital governance, innovation capacity, and sustainable strategic adaptability in both public and private organizations. The research draws upon secondary data sources, including the Digital Economy and Society Index (DESI), Eurostat digital indicators, and OECD e-government metrics, to identify patterns, challenges, and performance gaps among EU Member States. The analysis focuses on key drivers of resilience – including digital leadership, infrastructure readiness, cybersecurity preparedness, and digital skills development – evaluated in relation to the EU's overarching digital transformation goals. Through comparative analysis and theoretical synthesis, the paper outlines a set of integrative principles and policy implications for building long-term resilience in digitally enabled organizations. The

contribution of this study lies in bridging the conceptual gap between digital strategy implementation and organizational resilience theory, offering a structured foundation for further empirical research, strategic planning, and public policy development in the European context.

Keywords: organizational resilience, EU Digital Strategy, strategic adaptability, DESI

MANAGING A CHANGE IN THE IMPLEMENTATION OF AN ELECTRONIC MEDICAL RECORD IN HOSPITALS: HEAD NURSES' ROLE AS CHANGE LEADERS – A NARRATIVE LITERATURE REVIEW

MALKA YAKUTILOV
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
malish1976@gmail.com

Abstract

The implementation of an electronic medical record (EMR) in hospitals constitutes a process of complex organizational change, integrating technological, procedural, and cultural aspects. Nursing staffs, particularly head nurses, are at the front of the process, being the largest professional group in the healthcare system and main users of clinical recording systems. Despite their centrality, many head nurses are required to lead the implementation process without any designated training or formal preparation for change management. This narrative review explores head nurses' role in the promotion of EMR systems implementation, with a focus on management challenges and successful action methods. The review has identified recurrent barriers, including staffs' resistance to change, documentation overload, digital orientation gaps, lack of organizational support, and incompatibility between the system structure and existing work processes. Moreover, the review presents efficient implementation strategies, such as preliminary involvement of the field, gradual and adapted training, continuous support, open communication, and local adjustment. The paper's main conclusion is that head nurses should be acknowledged not only as clinical leaders, but also as strategic partners and organizational change agents. Hence, they should be offered structured training, practical management tools, and systemic support. Finally, the review recommends promoting future studies that examine the impact of advanced management training on the implementation quality and stability over time.

Keywords: Electronic Medical Record (EMR), head nurses, organizational change, implementation strategies, change management in nursing

EXPLORING THE USE OF ARTIFICIAL IN THE ROMANIAN POLICE

GABRIEL CRAP
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
crap.gabriel@gmail.com

Abstract

Today, artificial intelligence (AI) plays a vital role in everyday life, helping with anything from healthcare diagnostics to gadget unlocking via face recognition. AI's capacity to handle and evaluate enormous volumes of data makes it an invaluable tool for law enforcement, especially in Romania, where integrating AI might help with public safety issues. Notwithstanding its promise, many are still wary about guaranteeing AI's equity and constructive use. Public safety problems are made worse by

a lack of personnel in Romania's border and police forces. Budgetary restrictions and critical vacancies result in worsened border security, higher crime rates, longer reaction times, and less public confidence in law enforcement. Furthermore, it is challenging to recruit and retain employees due to unfair labour practices and restrictive rules, underscoring the urgent need for changes. Highlighting the benefits of artificial intelligence (AI), including increased productivity and reduced crime, and using data analysis to forecast hotspots and discover illegal activity. Risks do exist, though, such as skewed algorithms and gaps in the law that might provide unjust results.

Keywords: Police, artificial intelligence, international structures.

ARTIFICIAL INTELLIGENCE IMPACT ON RESPONSABILITIES IN ETHICS HEALTH POLICY

DOINA - MONICA AGHEORGHIESEI

Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
agheorghiesei.doina@feaa.uaic.ro

ELENA-MIHAELA ANDRIEŞ

Iasi, Romania
emandries@gmail.com

Abstract

The implementation of artificial intelligence (AI) in the healthcare sector brings both significant benefits and complex challenges related to ethical, administrative, and legal responsibilities. To fully understand the impact of AI on health ethics policies, it is essential to analyse the recommendations of international organizations, national initiatives, and recent academic studies. The integration of AI in healthcare is reshaping the responsibilities of professionals and decision-makers alike. In addition to its obvious benefits, AI raises critical concerns related to data privacy, diagnostic accuracy, and accountability in the event of errors. This article examines the impact of AI on health ethics policies, highlighting the need to reassess the responsibilities of healthcare professionals and policymakers. Public health policies must be adapted to address these challenges and ensure the ethical implementation of AI technologies.

Keywords: artificial intelligence in healthcare, legal and administrative responsibility, ethics in public policy

EXPERIENTIAL LEARNING SOURCE OF TACIT KNOWLEDGE TRANSFER

SILVIU MIHAIL TIŢĂ
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
silviu.tita@uaic.ro

Abstract

Experiential learning refers to learning that uses the learner's experiences as a basis (Armstrong, 1977), but this allows the learner to gain a range of knowledge that they only become aware of later, which is why the accumulated knowledge is tacit and depends on the person's ability to act and experiment because they are not verbalised or articulated and are difficult to describe or explain (Chang et al. 2014). The aim of the study is to identify and analyse how students have acquired this tacit knowledge after participating in a practical activity (simulation, role play, product design, etc.) and whether it is considered useful for personal development.

Keywords: simulation, role play, experiential learning

Acknowledgement

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RANKING THE MOTIVATIONAL CHARACTERISTICS OF CIVIL SERVANTS IN THE REPUBLIC OF MOLDOVA

ALIC BÎRCĂ
Academy of Economic Studies of moldova
Chisinau, Republic of Moldova
alicbir@yahoo.com

CHRISTIANA BRIGITTE SANDU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
christiana.balan@uaic.ro

Abstract

This scientific research addresses the motivational elements among civil servants in the Republic of Moldova. In order to achieve institutional, strategic, and operational objectives, civil servants must be properly motivated; otherwise, these objectives could not be attained. In this context, there is a multitude of elements that motivate civil servants, some having a greater or lesser impact on their performance. The degree of influence of motivational elements on the professional activity of civil servants varies and can be determined by the hierarchical position of the civil servant, the nature of the work performed in public administration, years of service in the public sector, the civil servant's age, etc. For decision-makers in public administration, it is important to identify those motivational elements that have the greatest impact on civil servants' professional behaviour and to implement them in their motivation strategies. The motivational elements of civil servants can be grouped into two main categories: intrinsic and extrinsic. Among the intrinsic motivational elements, the most representative are autonomy, responsibility, and personal development. As for extrinsic motivations, they are

expressed through organizational justice, employee relations, benefits and rewards, and the content of the work. In turn, each intrinsic and extrinsic motivational element can be characterized by multiple variables. Thus, our research included 10 variables for intrinsic motivations and 13 variables for extrinsic motivations. To establish a hierarchy of the motivational characteristics among civil servants, a questionnaire was applied, comprising 1,052 respondents from central and local public administrations. Respondents evaluated the motivational variables using a Likert scale from "1" to "5". The research results showed that intrinsic motivational variables obtained a higher score compared to extrinsic ones.

Keywords: motivation, intrinsic motivation, extrinsic motivation, civil servants, Republic of Moldova.

GOVERNANCE ON DIGITAL ETHICS AND RESPONSIBLE ONLINE BEHAVIOUR IN EUROPEAN COUNTRIES: A LITERATURE REVIEW

NGUYEN THI HONG NGA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
hong.nguyen@student.uaic.ro

Abstract

The digital transformation of European societies has brought both opportunities and ethical challenges, including issues of privacy, misinformation, and algorithmic bias. European countries are developing governance models to promote digital ethics and responsible online behaviour. The digital transformation of European societies has reshaped how individuals interact, learn, work, and participate in democratic processes. While digital tools offer numerous benefits, they also raise ethical challenges related to privacy, misinformation, cyberbullying, surveillance, and algorithmic bias. Digital ethics refers to the moral principles guiding behaviour in the digital environment, while responsible online behaviour involves adhering to norms that promote respectful, secure, and lawful digital interactions. This review aims to assess the current state of research and policy development in European countries on these themes.

Keywords: digital ethics, responsiveness, policy, EU

TRACK 1b: E-GOVERNANCE AND DIGITAL PUBLIC ADMINISTRATION

Room B504 (B building) and on-line Microsoft Teams (https://tinyurl.com/muj9r5k6)

Chair:
Professor PhD. Elena CIGU, Alexandru Ioan Cuza University of Iasi, Romania
***

DIGITAL LITERACY OF CIVIL SERVANTS AND ITS IMPACT ON THE EFFICIENCY OF PUBLIC ADMINISTRATION IN THE REPUBLIC OF MOLDOVA

ALIONA CORCENCO
'Alecu Russo' State University of Balti
Bălți, Republic of Moldova
aliona.corcenco@usarb.md

Abstract

Digital literacy is an essential component of the development of professional skills of civil servants. In an era of digitalization, the use of information technologies can significantly contribute to the efficiency of public administration. This study analyses the importance of digital literacy among civil servants in the Republic of Moldova and its impact on administrative efficiency.

Keywords: digital literacy, efficient public administration, civil servants

PREMISES AND IMPACTS OF IMPLEMENTING AI IN PUBLIC ADMINISTRATION

BOGDAN FLORIN FILIP
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
bogdan.filip@feaa.uaic.ro

Abstract

While the latest years were marked by a rapid development of the AI technologies and of the increasing attractivity of using them by people and also companies for solving more simply their issues, it has become obviously that also the interaction between them and the public authorities may be improved by using such technologies. Therefore, step by step AI technologies tend to become not only of interest for the Public Administration because of their benefits, but also a necessity in order to keep up with the transformation of the society. In this context, our paper proposes an analysis on the impacts that AI has already made during the latest years in the public administration area, but also on the expected impacts that are likely to occur in the next years, using data at global level, but mainly from the EU area. The analysis intends to find out the positive or negative impacts of AI, both from the point of view of the public administration, but especially from the point of view of the beneficiaries of public services and, finally, to forecast an image on the future of the public administration and society driven by the impact of AI technologies.

Keywords: artificial intelligence, public administration, government

ENHANCING THE EFFICIENCY OF AI-BASED COMMUNICATION SERVICES IN PUBLIC INSTITUTIONS AND ADMINISTRATION EID - CHALLENGES AND OPPORTUNITIES IN EUROPEAN PUBLIC ADMINISTRATION

ELENA-MIHAELA ANDRIEŞ
Iasi, Romania
emandries@gmail.com

DOINA - MONICA AGHEORGHIESEI
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
agheorghiesei.doina@feaa.uaic.ro

Abstract

The European Union wants the Member States to continue the digitization process by moving to the next stage, the implementation of the European digital identity. To this end, a legislative framework has been regulated to support a secure and competitive digital economy, based on the protection of fundamental rights and personal data. The aim of our paper is to see whether the implementation of the European electronic identity card positively influences the quality and efficiency of public administrative services offered to the citizen. The research methodology is based on the European legislative framework, its transposition at national level and on the comparative analysis of the evolution between Romania and the other European countries. The results of our analysis show that Romania, as a member state of the European Union, has transposed into national legislation the policies related to digitization, personal data protection and interoperability, considering both the benefits and the challenges associated with the European electronic identity. eID is an important step towards reducing bureaucracy, increasing transparency and digital governance.

Keywords: digitization, legislation, European ID card, interoperability, security and protection of personal data

THE NECESSITY OF A COHERENT DIGITAL STRATEGY IN ROMANIA IN THE CONTEXT OF THE DIGITAL DECADE AND FOR ELIMINATING STRUCTURAL DISPARITIES COMPARED TO DIGITALLY DEVELOPED COUNTRIES

RODICA PRIPOAIE
Dunarea de Jos University of Galati
Galati, Romania
rodica.pripoaie@ugal.ro

ANDREEA – ELENA MATIC
Dunarea de Jos University of Galati
Galati, Romania
andreea.matic@ugal.ro

VALENTINA CORNEA
Dunarea de Jos University of Galati
Galati, Romania
valentina.cornea@ugal.ro

Abstract

This paper presents a comparative analysis of Romania's progress in the context of the Digital Decade compared to digitally advanced countries within the European Union. It highlights the necessity for a coherent digital strategy in Romania to eliminate structural disparities, as there is a noticeable gap between the development of digital infrastructure and the level of digitalization of public services, the economy, and society in general. Although Romania ranks among the top countries regarding coverage with high-capacity fixed networks, the digital transformation of public administration faces challenges related to digital skills, digital education, and the low level of digitalization of SMEs. Platforms such as ROeID represent a promising start for digital identity, but the lack of interoperability between databases and the fragmentation of governmental initiatives limit the impact of these tools. Compared to the European average and digitally advanced countries, Romania remains significantly behind in terms of e-government, data integration, and digital innovation. The analysis highlights the urgent need for coherent, multisectoral public policies aligned with European priorities in the digital transformation of public administration. All of this requires an integrated national strategy, supported by adequate budget allocations and electronic governance mechanisms, so that Romania can leverage existing structural advantages and achieve the objectives set within the Digital Decade.

Keywords: EU Digital Decade**,** digital transformation, e-governance**,** public policies

MODERNIZING PUBLIC ADMINISTRATION: E-GOVERNMENT AS A TOOL FOR EFFECTIVE GOVERNANCE

CRISTIAN ROMEO SPĂTARU

Alexandru Ioan Cuza University of Iasi
Iasi, Romania
cspataru1970@gmail.com

CRISTIAN CONSTANTIN POPESCU

Alexandru Ioan Cuza University of Iasi
Iași, Romania
popescu@uaic.ro

Abstract

In the context of ongoing global digital transformation, e-government has emerged as a strategic and essential tool for modernizing public administration and enhancing the relationship between citizens and state institutions. This study examines the impact of e-government on government effectiveness, with a specific focus on how the digitalization of public services contributes to increased transparency, reduced bureaucracy, and enhanced administrative quality. The empirical analysis is based on data from the 27 European Union member states and utilizes the Government Effectiveness indicator, provided by the World Bank, as the dependent variable. The research explores the correlations and direct influences between the level of e-government development and institutional performance. The findings reveal a significant positive relationship between the advancement of e-government and government efficiency, especially in countries with well-developed digital infrastructure and coherent public policies in the field of information and communication technology. The results suggest that the strategic adoption of digital solutions can substantially enhance administrative capacity and the overall quality of governance in the digital era.

Keywords: Government Effectiveness, e-government, DESI, Digitalization policy

HOW DOES CONSUMER BEHAVIOR INFLUENCE INNOVATION IN RESTAURANT BUSINESS MODELS? A SYSTEMATIC REVIEW ON THE IMPLICATIONS FOR TOURISM

ELENA BULAT (PĂDURARIU)
Alexandru Ioan Cuza University
Iasi, Romania
elenapadurariu@gmail.com

GINA IONELA BUTNARU
Alexandru Ioan Cuza University
Iasi, Romania
gina.butnaru@uaic.ro

Abstract

This study analyses how consumer behaviour influences practical innovations in restaurant business models with impact on the tourism sector. Based on a systematic review of 118 studies, key trends were identified, including the rise of mobile applications for food services, the growing importance of personalized customer experiences, and the integration of smart technologies in restaurant management. Findings suggest that restaurants that rapidly adapted to digitalization and sustainability initiatives were more resilient during market disruptions. The results indicate that businesses prioritizing flexibility, digital transformation, and transparency gain a competitive advantage. Therefore, this analysis offers practical recommendations for restaurant operators, hoteliers, and tourism stakeholders to innovate and remain competitive in a changing market.

Keywords: consumer behaviour and experience, restaurant business model innovation, smart technologies, implications for tourism

LOCAL SUSTAINABLE DEVELOPMENT. PROFESIONAL TRAINING AND ITS IMPACT ON INSTITUTIONAL CAPACITY

RĂZVAN-IONUȚ CROITORU
Alexandru Ioan Cuza University of Iași
Doctoral School of Economics and Business Administration
Iași, Romania
croitoru.razvan@staff.uaic.ro

SILVIA-MARIA CARP
Alexandru Ioan Cuza University of Iași
Doctoral School of Economics and Business Administration
Iași, Romania
silvia.carp@uaic.ro

Abstract

In the current context, characterized by the accelerated demands for implementing European and national sustainable development strategies, administrative-territorial units (ATUs) face complex challenges in operationalizing these strategies at the local level. This paper analyses the relationship between local sustainable development and the role of professional training in strengthening the

institutional capacity of public administration. Continuous professional training for employees in local public administration is fundamental for adapting to rapid legislative and technological changes, as well as for the effective implementation of sustainable development policies. The paper investigates how continuous professional training, especially that specific to emerging fields such as digitalization, the green transition, and the circular economy, contributes to increasing institutional capacity, improving the quality of local public services, and promoting responsible governance.

Our approach seeks to identify the mechanisms by which ATUs can absorb and capitalize on trained human resources, based on the specific needs of local communities. We analyse the factors that influence the ability of ATUs to transform investments in professional training into concrete results, as well as the barriers that may impede this process. We also explore the role of local leadership and organizational culture in creating an environment conducive to continuous learning and development. Therefore, this paper provides a detailed perspective on the role of professional training in promoting sustainable development at the local level, with practical implications for decision-makers in public administration, professional training providers, and researchers interested in this field.

Keywords: local sustainable development, professional training, institutional capacity, public administration, digitalization, green transition.

TRANSFORMING TRADITIONAL ENTREPRENEURSHIP THROUGH THE ENTREPRENEURIAL VISION OF GENERATION Z

GEANINA BRÎNZĂ
Alexandru Ioan Cuza University
Iasi, Romania
brinzageanina@gmail.com

GINA IONELA BUTNARU
Alexandru Ioan Cuza University
Iasi, Romania
gina.butnaru@uaic.ro

CRISTIANA MELINTE
Alexandru Ioan Cuza University
Iasi, Romania
melinte.cristiana@yahoo.com

Abstract

In contemporary literature, modern entrepreneurship is more or less different from traditional entrepreneurship. Modern entrepreneurship aims to identify and maximize all market opportunities, involving the use of modern technologies, digitalization and innovation, while traditional entrepreneurship is based on established business models that operate in a small local community. Generation Z is a generation that benefits from numerous opportunities, thus developing affinities and skills for entrepreneurship, but in a market subject to challenges. In this context, the entrepreneurial profile of Generation Z aims at the deep knowledge of how individuals act in business activities. Therefore, the present research contributes to the understanding of the entrepreneurial vision of Generation Z and aims to identify the components of the entrepreneurial profile of young people that lead to entrepreneurial success.

Keywords: entrepreneurship, entrepreneurial profile, Generation Z

DIGITAL EDUCATION AND CONTINUING TRAINING IN EU SMART CITIES

ANA-MARIA BERCU
Alexandru Ioan Cuza University of Iasi, Romania
Iasi, Romania
bercu@uaic.ro

Abstract

This paper explores the role of digital education and continuing training in shaping inclusive and innovative smart cities across the European Union. Focusing on how digital tools and lifelong learning initiatives support urban development, the study examines key strategies implemented in selected EU smart cities. The research employs a *comparative case study methodology*, analysing policy documents, digital infrastructure data, and training program outcomes in three representative cities. The findings highlight best practices in integrating digital competencies into urban education ecosystems and provide policy recommendations for fostering sustainable and equitable access to learning in the context of smart urban governance.

Keywords: digital education, smart cities, EU

Acknowledgement

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INNOVATIVE DIGITAL SOLUTIONS FOR GEOSPATIAL POSITIONING OF AGRICULTURAL EXPORTS

CORNELIU GUȚU
Academy of Economic Studies of Moldova
cgutu @ase.md

Abstract

In the context of obtaining the candidate status to the EU accession, the Republic of Moldova is in continuing transformation, being seriously affected by the regional and global events: increased prices of energy resources, fuel, food products, as well as regional security crisis as a result of the aggression of Russian Federation in Ucraine. Also, Moldova is directly affected by the result of reorganisation of the logistical and value chanes in the international trade, deep transformation of the climate, which is affecting agricultural sector as well as food security. To overcome this extremely difficult context, besides the short term operational interventions and actions, it is necessary to fully seize the opportunities that the information technology is offering in the digital economy in the mid-and long-term in order to consolidate the resilience of the national economy towards the future crises and ensure the sustainable and inclusive economy.

The gravity and uncertainty of the geopolitical situation requires new scientific and practical approaches to find viable solutions of process monitoring, collection, analysis and graphical presenation of the massive volume of data and informaiton. The international sceintific community established that a strategic challenge in the big data area is the approach to combine the traditional technologies wih the modern information tehcnologies to speed up the processing of the bid data to efficiently offer the economic solutions to the national and global issues.

The experience of other countries in the management of their agricultural export potential shows that the new challenges are coming out of the implementation of the IT systems, especially Geographic Informaiotn Systems (GIS), as well as multiple applications developed thereof. The developed application combines the leading trends of information technologies on the ArcGis platform based on The Open Geospatial Consortium (OGC) Standards and offers new opportunities for the development of the agricultural sector and the export potential of agricultural products for the Republic of Moldova. Geographic Information Systems (GIS) technology is pivotal in developing suitability models for agriculture, particularly in Moldova, where diverse landscapes influence farming potential. By assessing key factors such as terrain slope, terrain aspect, carbon stocks, and land use/land cover, GIS can create comprehensive maps that guide crop selection for both annual and multiannual cultivation.

Based on the analysis of the author, during the period of 2001-2023 the agricultural sector proved to remain an important economic factor for the Republic of Moldova. Despite the slow growth registered during the last years comparing to the other sectors, agriculture continue to contribute with over 20% to the total GDP of the country. Together with the agri-processing industry these two sectors represent more than one third of the national economy. During the last 20 years agricultural and food products contributed with more then 42 % of the total export values. That is why the estimation and development of the export potential of the agricultural and food sectors appear as strategic objective for the Republic of Moldova and becomes the primary theme for the academic community, highlighting the need and opportunity for such research.

The GIS App is assessing key factors such as terrain slope, terrain aspect, carbon stocks, and land use/land cover. It can create comprehensive maps that guide crop selection for both annual and multiannual cultivation. By integrating these factors into a GIS-based suitability model, stakeholders (farmers) can effectively delineate regions most suitable for specific crops. Terrain slope analysis identifies areas with optimal gradients for farming, as flatter landscapes reduce erosion risks and improve accessibility for machinery. The aspect of the terrain, or its orientation, influences sunlight exposure and temperature, which are crucial for determining the growth potential of various crops.

Assessing carbon stocks provides insight into soil health and fertility, as higher carbon levels typically indicate better nutrient availability for crops. Examining land use and land cover helps identify existing agricultural practices and potential areas for expansion or diversification, ensuring that new farming activities align with sustainable development goals. By integrating these factors into a GIS-based suitability model, stakeholders can effectively delineate regions most suitable for specific crops.

Key words: export potential of the agricultural and food sectors, Geographic Information Systems (GIS), big data, economic impacts of regional crises.

TRACK 2a: BUSINESS AND MANAGEMENT IN THE DIGITAL AGE

Room B502, B building and on-line Microsoft Teams (https://tinyurl.com/mrxjczur)
Chairs:
Professor PhD. Adina DORNEAN, Alexandru Ioan Cuza University of Iasi, Romania
Professor PhD. Sorin-Gabriel ANTON, Alexandru Ioan Cuza University of Iasi, Romania
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STRATEGIES TO STRENGTHEN THE RESILIENCE OF EUROPEAN HEALTHCARE FACILITIES IN THE CONTEXT OF THE CURRENT ECONOMY. THE CASE OF SPAIN AND FRANCE

FELICIA CĂTĂLINA RĂCOARE (APETROI)
„Grigore T. Popa" University of Medicine and Pharmacy
Iasi, Romania
apetroifelicia@yahoo.com

Abstract

Health system resilience has become an increasingly used field of study, especially after the 2014 Ebola pandemic in West Africa and the Covid 19 pandemic, with the World Health Organization (WHO) calling on national governments to increase the resilience of their health systems. The magnitude and complexity of the events faced by health systems differ depending on the context, covering a multitude of situations, from national crises to everyday challenges. We can state that there is a direct proportional link between health and the economy, so that, in the context of the current economy, health systems require attention to face challenges. The resilience of health systems has a direct impact on economic sustainability, reducing the costs associated with crises and optimizing the use of resources. This research aims to highlight the importance of health system resilience, an essential factor for the sustainable development of society. We chose the case of Spain and France as an example, respectively the top 3 hospitals in these countries, from a top of hospitals published by Newsweek, "World's Best Hospitals 2025".

Keywords: resilience, economy, health system, sustainability

FROM SUPERVISION TO DIGITAL TRUST: REDESIGNING MANAGEMENT STYLES FOR THE HYBRID WORKFORCE

INBAR BARAZANI
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
inbarpinto2@gmail.com

Abstract

In the evolving landscape of hybrid and digitally mediated work, traditional models of supervision - centered on control, visibility, and proximity - are increasingly misaligned with the expectations and values of younger generations. This paper explores how Generation Z employees experience supervision in modern work environments and how managerial reliance on traditional oversight methods may hinder trust, motivation, and retention.

Drawing on qualitative interviews with Generation Z employees and Generation X/Y managers, the study reveals a generational divide in perceptions of effective supervision. While many managers

emphasize the need for direct monitoring to ensure accountability and productivity, younger employees interpret this approach as a lack of trust. For them, autonomy, flexibility, and purpose-driven work are key motivators, and excessive supervision is often perceived as intrusive and demotivating. The findings underscore the need to shift from supervision rooted in control to models based on trust, transparent expectations, and measurable outcomes. This includes redefining accountability frameworks, encouraging self-directed performance tracking, and fostering communication that emphasizes guidance over surveillance. Such models not only align with the intrinsic motivations of Generation Z but also support broader organizational goals related to innovation, agility, and employee engagement. This paper contributes to ongoing discussions about the future of management in digitally enabled organizations. It offers practical recommendations for adapting leadership strategies to build trust without sacrificing accountability, including the use of digital performance tools, structured autonomy, and feedback systems that empower rather than monitor. By bridging the supervision-trust gap, organizations can foster more inclusive and effective work cultures in the era of flexible and hybrid employment.

Keywords: hybrid workforce, supervision, digital trust, Generation Z, leadership, employee autonomy, motivation, remote work

EXPLOITING INEFFICIENCIES: HEDGE FUND STRATEGIES AND THE EVOLUTION OF MARKET EFFICIENCY

JANA STOCKBAUER
Frankfurt am Main, Germany
stockabuer.jana@gmail.com

Abstract

The paper examines how hedge fund strategies exploit persistent market inefficiencies and evaluates the implications for the Efficient Market Hypothesis in both global and European financial markets. While the EMH traditionally asserts that asset prices fully reflect available information, empirical evidence increasingly shows that certain hedge funds consistently achieve abnormal returns, particularly during periods of market stress and dislocation. Using a cross-strategy perspective, spanning long/short equity, relative value, global macro, and event-driven funds, this study investigates how hedge funds identify and arbitrage pricing anomalies arising from behavioural biases, liquidity constraints, and institutional frictions.

Building on theoretical foundations in behavioural finance and the Adaptive Markets Hypothesis, the paper conducts a comparative analysis of hedge fund performance across multiple crisis periods, including the 2008 Global Financial Crisis, the 2011 Eurozone debt crisis, and the COVID-19 shock. Emphasis is placed on the structural characteristics of European markets, such as regulatory asymmetries, capital mobility, and the heterogeneity of investor behaviour across EU member states. The results indicate that hedge funds demonstrate enhanced resilience and alpha generation precisely when markets deviate from informational efficiency, particularly in less liquid or segmented environments.

These findings suggest that financial markets exhibit dynamic, context-dependent inefficiencies, which challenge the applicability of the Efficient Market Hypothesis in its stronger forms. Hedge funds, rather than being anomalies, may function as essential agents of price discovery in imperfect markets. The study contributes to ongoing debates about market efficiency, alternative asset management, and the evolving role of hedge funds within the European financial architecture.

Keywords: EMH, hedge funds, markets

GOVERNMENT EXPENDITURE AND THE E-GOVERNMENT DEVELOPMENT: EVIDENCE FROM EU COUNTRIES

ADINA DORNEAN
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
amartin@uaic.ro

NICOLETA ȚÎCU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
neonelliaticu@gmail.com

Abstract

The COVID-19 pandemic accelerated the implementation of e-government in the public sector in order to increase its efficiency and effectiveness. According to the European Digital Strategy, by 2030, the EU's goal is to ensure that democratic life and online public services are fully accessible to all, including people with disabilities, and benefit from a top-quality digital environment offering user-friendly, efficient, and personalized services and tools with high levels of security and privacy. The purpose of this paper is to investigate the relationship between e-government development (digitalization of public services) and government expenditure, with a focus on general public services expenditure for the 27 European Union countries (EU) over the period 2000-2024. For this purpose, we apply panel data estimation techniques, and we use E-Government Development Index (EGDI) as the dependent variable and expenditure on general public services, research and development expenditure, total public expenditures, internet penetration rate, human development index, GDP per capita, level of digital skills and corruption perceptions index as independent variables. Our findings confirm significant differences among the levels of e-government development in the EU-27 countries. Moreover, we expect that EGDI is significantly and positively associated with government expenditure, especially general public services expenditure. This paper aims to fill the gap and to bring useful results for governments and governmental institutions.

Keywords: government expenditure; e-government; digitalisation; EGDI; panel data models.

EXPLORING THE NEXUS BETWEEN INTANGIBLE ASSETS AND FIRM VALUE: EMPIRICAL EVIDENCE FOR EUROPEAN LISTED FIRMS

SORIN GABRIEL ANTON
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
sorin.anton@uaic.ro

Abstract

The paper aims to investigate the nexus between intangible assets (IA) and firm value (FV) using a large sample of European listed firms over the period 2007-2021. Employing both static and dynamic panel models (e.g., SYS-GMM), it has been found a negative association between IA and FV. These coefficients indicate that for every 1% increase in the ratio of intangible assets to total assets, the firm value decreases by approximately 1.15% and 1.13%, respectively. The results hold for the subclasses of IA, namely goodwill and other intangible assets. This research contributes to the existing literature dedicated to the valuation of intangible capital by assessing the role of IAs in determining FV within

European listed companies. The results are of interest to managers, investors, policymakers, and researchers.

Keywords: Intangible assets; Goodwill; Firm value; Panel data; European firms.

SMART RESILIENCE: DIGITALIZATION, NETWORKS AND LEADERSHIP IN SUPPORT OF SMEs

ANDREEA-ISABELLA CINCA (m. MOROŞANU)
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
aimorosanu@gmail.com

Abstract

The title of this paper – Smart Resilience: Digitalization, Networks and Leadership in Support of SMEs – highlights three essential dimensions of organizational adaptability in volatile economic environments. These components are examined in relation to each other, with the aim of understanding how they contribute to the ability of small and medium-sized enterprises (SMEs) to respond effectively to crisis contexts. The paper aims to explore the concept of resilience in the business environment and to examine the extent to which digitalization, adaptive leadership, and strategic collaboration can support continuity and adaptation in SMEs.

The objectives are: 1. To analyse the concept of organizational resilience and its relevance to business performance under uncertainty; 2. To identify and interpret strategies that enable adjustment and transformation in unstable business contexts. 3. To highlight the role of business relationships and access to collaborative networks in enhancing organizational responsiveness; and 4. To outline potential directions for future research into how resilience is developed and applied in entrepreneurial settings. Organizational resilience is approached as a dynamic process involving the capacity to adapt, act proactively, and seize emerging opportunities. In this context, digitalization and networking are no longer simply competitive advantages, but essential components of survival strategies. Through a structured interpretation of relevant literature and reflection on the decision-making mechanisms within SMEs, the paper offers a theoretical foundation for understanding resilience as a key element in the long-term development of businesses facing increasing complexity and unpredictability.

Keywords: digitalization, leadership, SMEs

INVISIBLE TALENT: RECOGNITION AND PROMOTION BIAS IN THE HYBRID WORKPLACE

INBAR BARAZANI
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
inbarpinto2@gmail.com

Abstract

The growing adoption of hybrid and remote work models has reshaped how employees contribute to organizational success—but recognition and promotion practices have not evolved at the same pace.

This paper investigates how reliance on physical presence as a marker of commitment and value disproportionately affects Generation Z employees, who increasingly prioritize results, autonomy, and digital efficiency over traditional visibility. Based on a qualitative study involving 20 in-depth interviews with Generation X and Y managers and Generation Z employees, the research reveals a persistent presence-based bias in how performance and promotability are assessed. While many managers associate physical attendance with loyalty, initiative, and readiness for advancement, younger employees report frustration at being overlooked despite delivering high-impact outcomes through flexible work methods. These findings point to a growing disconnect between generational values in the workplace and outdated recognition frameworks.

The study argues for a shift toward outcome-based, transparent, and inclusive recognition systems that reflect the realities of contemporary work environments. Proposed strategies include implementing asynchronous feedback channels, redefining promotion criteria around deliverables and results, and using digital visibility tools to document contributions independent of physical location. These mechanisms aim to reduce the generational recognition gap and prevent talent attrition among digitally fluent employees who feel undervalued in presence-focused cultures. By exposing how traditional evaluation norms may unintentionally disadvantage a new generation of workers, this paper offers practical, research-based solutions for organizations striving to create fairer, more effective models of employee development in hybrid settings. It contributes to the ongoing dialogue about managing generational diversity in the digital age and ensuring that recognition systems are both equitable and future-ready.

Keywords: hybrid work, recognition, promotion bias, Generation Z, employee evaluation, workplace visibility, digital contribution, generational differences

AI FOR IMPACT: STRATEGIC TECHNOLOGIES FOR FOOD SECURITY, ORGANISATIONAL CONTINUITY, AND TRANSPARENT GOVERNANCE

LARISA-NICOLETA GAFENCU
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
gafencularisa@yahoo.com

MĂDĂLINA-IOANA IVANOV
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
madalinapetrea@hotmail.com

ANA-MARIA GHERCĂ
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
anamariagherca@yahoo.com

Abstract:

This research explores the strategic deployment of artificial intelligence (AI) as a tool for generating measurable societal and institutional impact in three key areas: food security, organisational continuity, and public sector reform. By focusing on the intersection of technology and development,

the paper demonstrates how AI can be used not only to enhance efficiency but also to catalyse meaningful progress toward more resilient and equitable systems. In food security, AI-powered forecasting tools, computer vision, and digital inventory systems are transforming food supply chains. These technologies enable retailers to better match supply with demand, minimise waste, and enhance sustainability outcomes. By analysing the implementation of systems like smart packaging, real-time data tracking, and mobile redistribution platforms, the paper highlights innovations that align directly with the goals of Zero Hunger and Climate Action. Organisational continuity is addressed through AI's role in building adaptive supply chains. The study evaluates how companies in sectors such as automotive and pharmaceuticals are utilising AI for predictive analytics, disruption forecasting, and rapid crisis response. The incorporation of generative AI and intelligent automation has proven essential in improving transparency, reducing risk, and supporting long-term competitiveness in volatile environments. The final focus is on public governance, where AI is being harnessed to streamline tax collection, reduce fraud, and promote fiscal transparency. Examples from Finland, Malta, and China demonstrate how chatbots, AI-driven audits, and predictive risk models are reshaping public financial management and enhancing citizen trust. By synthesising these domains, the study underscores AI's potential as a strategic enabler of sustainable development. It calls for responsible implementation practices, regulatory alignment, and ethical oversight to ensure that AI contributes to inclusive progress without reinforcing existing inequities.

Keywords: artificial intelligence, sustainability, food waste, resilience, financial administration, digital transformation

RESPONSIBLE INTEGRATION OF AI IN HIGHER EDUCATION: AN EXPLORATORY ANALYSIS

IRINA TEODORA MANOLESCU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
iciorasc@uaic.ro

MIHAI TALMACIU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mtalm@uaic.ro

Abstract

Artificial intelligence is no longer merely a niche innovation but a technology with systemic impact on society, the economy, and particularly on education. In this context, universities can no longer remain passive observers - they must actively engage in processes of integration, regulation, and critical use of new technologies. The challenges are not solely technical, but also ethical, institutional, and epistemological in nature. This article aims to present how universities - with a focus on the Romanian context - are adapting to the new realities shaped by AI, through an analysis of relevant academic literature and recent public initiatives. The transformations brought about by AI in higher education have been examined in the international literature from multiple perspectives: technological, ethical, institutional, and pedagogical. Two essential dimensions of the university thus emerge: as a space for the production of critical knowledge, capable of questioning the assumptions and implications of AI usage; as an adaptive institution, under pressure to rapidly integrate new technologies in order to remain competitive and relevant.

The article takes an exploratory approach and is based on two main data sources: a review of the academic literature on how universities worldwide are approaching AI integration; monitoring of

public statements and initiatives from Romanian universities, including events, internal regulations, training courses, and new academic programs. The data were collected from official reports, institutional websites, press releases, and specialized media between 2022 and 2024.

Universities are currently at a turning point, forced to quickly rethink how they incorporate new technologies into their operations. In Romania, although the initial response was slow, a conscious effort toward adaptation is now observable. Nevertheless, the process remains uneven and is marked by structural and cultural tensions. There is a clear need for institutional commitment to the responsible integration of AI, with an emphasis on inclusion, ethics, and the preservation of the fundamental values of higher education. The university of the future cannot merely be a technological adapter; it must become a platform for critical reflection, ethical innovation, and cross-sector collaboration.

Keywords: institutional adaptation, critical knowledge production, AI governance.

THE NEXUS BETWEEN EU PAYMENTS AND HOUSEHOLDS' INCOME: EMPIRICAL EVIDENCE FROM THE EU REGIONS

SORIN GABRIEL ANTON
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
sorin.anton@uaic.ro

ANCA VASILICA TĂNASIE
University of Craiova
Craiova, Romania
anca.tanasie@edu.ucv.ro

MAGNUS ARNI SKJÖLD MAGNUSSON
Bifrost University
Borgarbyggð, Iceland
magnus@bifrost.is

Abstract

Given recent evolutions and public debate concerning EU financing and regional development within member states, both EU institutions and national stakeholders have become more and more focused on assessing the impact of such funding on actual economic and social development. Consequently, this study envisages testing the final results of EU funding towards regions within member states, and the impact on households' income - the ultimate proof of individual welfare level - as income convergence is key to achieving success in EU cohesion policy implementation. Our sample includes 186 regions for which we have data available for all variables over the period 1994-2022. Employing a fixed effects panel model, a positive association between EU payments and households' net disposable income has been found. However, the results of quantile regression indicate heterogeneity, suggesting that the association is not uniform across the sample. The results are robust for different periods, different samples of countries and various econometric techniques. Our findings offer valuable policy implications, particularly in the context of economic development and social welfare strategies within the EU.

Keywords: EU funding, regional development, economic development, social welfare.

TRACK 2b: BUSINESS AND MANAGEMENT IN THE DIGITAL AGE

Room B611, B building

Chair:
Professor PhD. Claudia Iuliana STOIAN, Alexandru Ioan Cuza University of Iasi, Romania
***

EXPLORING CUSTOMERS LOYALTY FOR A COSMETIC BRAND

IULIANA CLAUDIA STOIAN
Alexandru Ioana Cuza University of Iasi
Iasi, Romania
iuliana.bobalca@uaic.ro

LAURA DOROGAN
Alexandru Ioana Cuza University of Iasi
Iasi, Romania
dorogan.laura04@gmail.com

Abstract

As global markets become increasingly competitive, creating and maintaining loyal customer relationships has emerged as a strategic priority. In the context of digital environment and evolving consumer expectations, the companies should focus on building personalized approaches to enhance customer engagement and retention. The purpose of this research is to explore the factors affecting customer loyalty, in the context of cosmetic field.

The objectives of the research are: (1) Identifying the factors influencing the brand loyalty (2) the role of the reviews on the decisional process; (3) Exploring the attitudinal loyalty; (4) Identifying the recommendation of customers regarding the loyalty measures. The sample consists of 8 buyers of a specific cosmetic brand. The research uses a qualitative method, based on an in depth-interview. The research instrument used to collect the data was the interview guide. The main reasons for customers to repeatedly buy the brand are the emotional value (using the products gives them a good feeling), the quality of the products (natural products, with a beautiful smell, a good texture), diverse range of products (the brand has ranges that can be combined), the affordable prices and the promotions (the gifts, the special packages, the discounts). Regarding the role of the reviews, the participants are influenced by the recommendation of other users, depending on their level of trust in those persons. At the attitudinal level, the loyal customers feel a medium attachment with the brand, generated by habit and the benefits they receive (using the products daily, the sense of well-being and pampering). The participants offered some valuable insights about measures the can be implemented by the company to maintain customers loyalty, such as offering bonus gift on orders exceeding a certain amount or creating a mobile application).

Keywords: customer loyalty, cosmetic brand, product quality, price, attitudinal loyalty

DEVELOPING SUCCESSFUL COMMUNICATION STRATEGIES FOR PUBLIC ADMINISTRATION IN THE DIGITAL AGE

ELENA COJOCARU
Alexandru Ioan Cuza University
Iasi, Romania
crismonais@yahoo.com

Abstract

Given the current global context, with AI widely accepted as a main tool for development in all fields, our paper is aimed to point to the fact that, as helpful as it may prove, there are some essentially human skills which should not be overlooked in operating with AI. Undoubtedly, AI has become inherent to almost all forms of communication. Nonetheless, humanity must reach a point of (at least) awareness that relationship building (which remains essential in any professional setting) cannot rely entirely on AI. Therefore, essentially human skills, such as persuasion through public speaking, for example, which is ultimately an act by people for people, should be taught and learned accordingly. We have thus focused our argument on the means by which an essentially human skill (persuasion through public speaking) can be successfully taught by humans to humans with minimum AI support in the context of Public Administration students.

Keywords: AI, education, persuasion, public speaking

EMPLOYEE WELL-BEING: FACTORS, EFFECTS, AND CONNECTIONS WITH ARTIFICIAL INTELLIGENCE

ELENA-SABINA TURNEA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
sabina.turnea@uaic.ro

ADRIANA PRODAN
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
pada@uaic.ro

Abstract

Employee well-being studies are connected with psychological, philosophical and organizational studies. The concept of happiness was used starting with the 90s, and its meaning takes different blenden shades: work, family, workplace, the ebullience sentiment, and so on. Well-being at work brings a mix that somehow make employees to be more productive, performant, clear in objectives, engaged, happier, and determined. The purpose of this paper is to make a synthesis regarding the factors that influence employee's well-being and to highlight the effects of this condition in organizations. Further, there will be described the methodology of future research upon this topic. Some artificial intelligence connections with employee's well-being will be addressed as well.

Keywords: employees well-being, factors, artificial intelligence, effects, organizations

EMPOWERING ACADEMIC WORK: THE ROLE OF ARTIFICIAL INTELLIGENCE IN FACULTY RESEARCH AND WORKLOAD MANAGEMENT

ANA-MARIA BERCU
Alexandru Ioan Cuza University of Iași
Iași, Romania
bercu@uaic.ro

CRISTINA-TEODORA ROMAN
Alexandru Ioan Cuza University of Iași
Iași, Romania
teodora.roman@feaa.uaic.ro

Abstract

As artificial intelligence (AI) becomes increasingly embedded in higher education, it is transforming how faculty members conduct their work for optimising academic workloads. This presentation explores how AI tools can support academic research and manage growing professional workloads. From accelerating literature reviews and data analysis to assisting with grant writing, editing, and administrative coordination, AI technologies offer meaningful ways to increase productivity and reduce time spent on routine tasks. For professors and young researchers alike, these tools provide new pathways for focusing on high-impact research and academic growth. At the same time, the integration of AI raises important questions about research ethics, academic integrity, and equitable access across disciplines. Our paper focuses on practical insights into how faculty members can responsibly adopt AI in their work, addressing ethical considerations, data privacy, and equitable access to AI resources across disciplines and outlines key considerations for policy and institutional support to ensure that AI enhances, rather than replaces, the human elements of academic scholarship.

Keywords: Artificial Intelligence, Higher Education, academic workload, public policy

Acknowledgement
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GREEN ENTREPRENEURSHIP - BETWEEN ADVANTAGES AND IMPLEMENTATION CHALLENGES

GABRIELA BOLDUREANU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
gabrivaleanu@yahoo.com

DANIEL BOLDUREANU
Grigore T. Popa University of Medicine and Pharmacy of Iasi
Iasi, Romania
daniel.boldureanu@umfiasi.ro

Abstract
Green entrepreneurship is a form of entrepreneurship that combines business initiative with environmental responsibility and sustainability. This entrepreneurial model aims not only at the

economic benefit of the enterprise but also at protecting the environment and improving citizens' quality of life. Furthermore, it contributes to raising consumers' ecological awareness by promoting responsible consumption behaviours. Although it is a form of entrepreneurship with multiple benefits, these business models face limited attractiveness within the Romanian business environment due to high investment costs and the lack of clear and effective environmental policies. This paper addresses the concerns of entrepreneurs in this field by investigating the main obstacles and challenges in implementing green entrepreneurship, as well as by proposing solutions for initiating and running such businesses, particularly by young entrepreneurs.

Keywords: green entrepreneurship, benefits, challenges, young people, social responsibility, environment, sustainability

THE RELATIONSHIP BETWEEN VALUES AND SUBJECTIVE WELL-BEING: A MULTILEVEL ANALYSIS

ALEXANDRA-CRISTINA SÎRBU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
cristina.sirbu@uaic.ro

MIRCEA ASANDULUI
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mircea.asandului@uaic.ro

ANDREEA-OANA IACOBUȚĂ-MIHĂIȚĂ
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
andreea.iacobuta@uaic.ro

Abstract

Cultural values play an important role in shaping the subjective well-being (SWB) of individuals in different societies, influencing the perception of happiness and life satisfaction. Although certain dimensions of well-being can be considered universal, cultural context introduces important variations that affect individual experiences in distinct ways. Anchored in the Inglehart–Welzel model of cultural transformation and complemented by Hofstede's framework of national cultural dimensions, this study investigates how individual orientations toward traditional versus secular-rational values and survival versus self-expression values interact with societal-level cultural patterns. The analysis focuses on how these multi-level cultural influences shape subjective well-being across diverse national contexts. Employing multilevel modelling, the study captures both within-country variability and between-country effects, assessing how individual value orientations interact with macro-level cultural patterns, as described by Hofstede's dimensions. This approach allows for the investigation of not only direct associations, but also contextual moderation effects that shape the relationship between values and well-being.

Keywords: cultural values, subjective well-being, multilevel modelling, European countries.

Acknowledgement
Research developed within the project "SAGES: Spatial Analysis of Growth, Environment and Sustainable Well-being", project code CF 20/27.07.2023, financed through National Recovery and Resilience Plan for Romania within project call – PNRR-III-C9-2023 - I8 PNRR/2023/Component 9/Investment 8.

TRACK 2c: BUSINESS AND MANAGEMENT IN THE DIGITAL AGE

Room B607, B building

Chair:
Professor PhD. Gabriela BOLDUREANU, Alexandru Ioan Cuza University of Iasi, Romania
***

KEY SKILLS FOR SUSTAINABLE DEVELOPMENT: ENGLISH LANGUAGE TEACHING IN HIGHER EDUCATION

OANA URSU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
ursu.oana@uaic.ro

Abstract

This paper starts from the premise that education is at the core of solid and sustainable development. From this perspective, we believe that in order to meet the goals set out in the UN's 2030 Agenda for Sustainable Development, stronger emphasis should be placed on training future professionals, enabling them to respond to the challenges of globalization and keep up with the dynamics of the world we live in. Thus, we argue that mere linguistic competence (in English) has become insufficient and as such, students need to acquire intercultural competence and global communication skills as well. Thus, positing that English is, in fact, a vehicle for cultural exchange and global engagement, we aim to pinpoint ways in which intercultural communication can be used as a tool in achieving the UN's sustainable development goals. In so doing, we will explore the strategies that English language teachers in higher education can rely on in order to enhance intercultural and global communication skills, focusing on a sample of master students enrolled at the Faculty of Economics and Business Administration, within the Alexandru Ioan Cuza University of Iasi.

Keywords: intercultural and global communication skills, ELT, SDGs, higher education

REALITIES AND PERSPECTIVES ON BEEKEEPING ENTREPRENEURSHIP IN ROMANIA

GABRIELA BOLDUREANU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
gabrivaleanu@yahoo.com

TELEMAN (GĂINĂ) NICOLETA RALUCA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
nico.rteleman@yahoo.com

Abstract

This paper explores the current realities and future perspectives of beekeeping entrepreneurship in Romania, a sector that is gaining strategic importance in the context of rural development, sustainability, and evolving consumer behavior. Using an exploratory research method, the research investigates how consumer preferences for authenticity, health benefits, and traceable local products

influence the business decisions and strategic direction of beekeepers. This research contributes to a deeper understanding of rural entrepreneurship in Romania and provides practical insights for policymakers and support organizations aiming to strengthen local agri-food markets. It also highlights the potential of digital adaptation and consumer-driven innovation in shaping the future of beekeeping as a resilient and competitive rural business model.

Keywords: beekeeping, entrepreneurship, consumer behavior, local honey products, rural development

HYBRID WORK MODELS. CAN SOMETHING NEW BE BROUGHT TO THIS TYPE OF WORK?

ELENA-SABINA TURNEA

Alexandru Ioan Cuza University of Iasi
Iasi, Romania
sabina.turnea@uaic.ro

Abstract

Hybrid work is the new normal now for employees working in services, back office. At the beginning of 2025, in Romania, an attempt was made on the labour market to bring employees back to offices. For a few months, people had to go to work physically. Even so, after a few months, the hybrid work method was returned. The advantages of doing such work are clearly superior to classic work, done in a pre-established space. People save time in traffic, are closer to their loved ones, organize their work autonomously, communicate remotely, and employers benefit from high productivity and motivated employees. However, the phenomenon of hybrid work needs to be studied more closely. This paper aims to create a work methodology that indicates to what extent hybrid work can be improved. We can analyse the workspace, the organization of the program, the checks carried out on employees, their satisfaction, and so on. The study's conclusions will be used in further quantitative research.

Keywords: employees, hybrid work, improvements, instrument, quantitative method, methodology

ENGLISH FOR PUBLIC ADMINISTRATION: A FOCUS ON DEVELOPING WRITING SKILLS

OANA-ALEXANDRA ALEXA

Alexandru Ioan Cuza University of Iasi
Iasi, Romania
oana.alexa@uaic.ro

Abstract

Developing students' writing skills plays a significant part of the English for Public Administration course, as effective written communication is vital for producing clear, concise and impactful documents such as emails, reports or contracts. Using the appropriate vocabulary, register and phrasing requires a deeper understanding of English as a foreign language and the specificities of formal legal documents, which highlights the need for a tailored course that will provide the necessary knowledge and skills to approach this task. Therefore, this paper aims to identify the specific areas of interest in developing students' writing skills in the field of Public Administration and propose ways to address those specificities in an effective and practical manner.

Keywords: writing skills, English course, Public Administration, written communication

THE BENEFITS AND RISKS OF ARTIFICIAL INTELLIGENCE IN STUDENTS' LIFE

IULIANA CLAUDIA STOIAN
Alexandru Ioana Cuza University of Iasi
Iasi, Romania
iuliana.bobalca@uaic.ro

MIHAELA IFRIM
Alexandru Ioana Cuza University of Iasi
Iasi, Romania
mihaela.ifrim@uaic.ro

Abstract
The integration of Artificial Intelligence in education significantly transformed students' learning experiences. The purpose of this research is to investigate students' perception on Artificial Intelligence, focusing on its impact in their life. The objectives of the research are: (1) Identifying perceived benefits of Artificial Intelligence in students' life; (2) Identifying perceived risks of Artificial Intelligence in students' life. The sample consists of 30 students between the ages of 20 and 25, who use Artificial Intelligence. The research uses a qualitative method. The online in depth-interview was conducted, based on the interview guide. The main technique used in the interview was the collage. The results revealed important benefits, such as the innovation and technological advancement brought about by Artificial Intelligence. The students also highlight the importance of using their cognitive abilities to improve their skills. Artificial intelligence could stimulate their minds and motivate them to be more creative and mentally active. These technologies can improve everyday life through automation, efficiency and smart solutions. Although these technologies bring numerous benefits, the participants often wonder if it is completely safe and if there are no hidden risks. Feelings of dependency or anxiety are associated with using the AI, due to fear of losing the ability to make independent decisions. The research results have important managerial implications.

Keywords: Artificial Intelligence, in-depth interview, innovation, technology, risks

HRM APPROCHES IN PRESERVING EMPLOYEES' WELLBEING WHILE DIVING INTO DIGITAL ERA

CARMEN CLAUDIA ARUȘTEI
Alexandru Ioan Cuza University
Iasi, Romania
carmen.arustei@uaic.ro

Abstract
Artificial Intelligence (AI) is rapidly changing businesses, including the way in which HRM is done within the companies. AI impacts all HRM processes, from recruitment and selection to performance management and employees' wellbeing. A large amount of research focused on the way in which AI could be integrated within wellbeing programs. However much more research should be done regarding the role and methods used by human resource professionals in transforming the workplace while preserving employees' wellbeing during digital era. While digitalization and the use of artificial intelligence bring tremendous benefits, they can also cause a lot of anxiety for employees. Anxiety could be generated by many reasons like job insecurity, ambiguities regarding the new roles, and the need to quickly adapt to new requirements. The current paper seeks to explore, using qualitative techniques, the way in which human resources professionals manage to preserve employees' wellbeing while transforming the workplace. The factors that are positively influencing the process were also considered.

Keywords: employees' wellbeing, artificial intelligence, HR professionals, qualitative research

TRACK 2d: BUSINESS AND MANAGEMENT IN THE DIGITAL AGE

Room B614, B building and Microsoft Teams (https://tinyurl.com/4hseens4)

Chair:
Professor PhD. Bogdan-Narcis FÎRȚESCU, Alexandru Ioan Cuza University of Iasi, Romania
***

RESILIENCE AMONG NURSE MANAGERS: A NARRATIVE LITERATURE REVIEW ON INFLUENCING FACTORS AND STRATEGIES FOR STRENGTHENING RESILIENCE

MICHAL NOACH
Alexandru Ioan Cuza University of Iaai
Doctoral School of Economics and Business Administration
Iasi, Romania
noachmichal@gmail.com

Abstract

Healthcare systems worldwide experience challenges and crises that include pandemics, emergency events, wars, and so on. During these events, nurse managers are required to provide a professional response. handle many burdens, resolve continuous pressures, make determined decisions, and cope with uncertainty and rapidly changing situations. This might undermine the nurses' personal resilience. Nevertheless, the empirical literature about nurse managers' resilience is limited, and studies focus more on nursing staffs and less on their managers. When the world continues coping with wars and emergency situations, it is highly important to explore how nurse managers address the meaningful challenges that are likely to affect their personal resilience.

This narrative review aims to investigate available literature dealing with resilience in the healthcare system, identifying the state of knowledge about personal resilience, as well as strategies for enhancing personal resilience in order to handle crises at work. The literature review illustrates that exposure to emergency situations, workloads, and insufficient resources, constitute factors that affect nurse managers' resilience. The strategies identified as promoters of nurse managers' resilience are creating a balance between work and life, establishing positive relationships and communication with colleagues, training designed to improve resilience, offering social support, and thinking positively in times of crisis.

Keywords: personal resilience, nurse managers, resilience-enhancing strategies, crises, emergency situations

RESILIENCE, EQUITY, AND INNOVATION IN EDUCATION: FOUNDATIONS OF A RESILIENT AND EQUITABLE SYSTEM

CLAUDIA PAU

Babeș-Bolyai University
Reșița, Romania
claudia.pau@ubbcluj.ro

MIHAELA MARTIN

Babeș-Bolyai University
Reșița, Romania
mihaela.martin@ubbcluj.ro

ALINA STANCOVICI

Babeș-Bolyai University
Reșița, Romania
a.stancovici@gmail.com

Abstract

In a global context marked by uncertainty, rapid change, and systemic challenges, education must become a pillar of both social and individual resilience. This paper explores the interdependence between resilience, equity, and innovation as essential foundations for building a sustainable, inclusive, and adaptable educational system. It argues that educational resilience cannot be achieved without equitable policies that reduce disparities, nor without pedagogical and technological innovations that address the diverse needs of learners. The analysis includes international case studies, models of best practices, and recommendations for policymakers, educators, and educational communities. The paper proposes an integrated vision of education as a space for social transformation, where equity and innovation are indispensable conditions for resilience.

The paper pursues five key objectives: to conceptually define the interrelated roles of resilience, equity, and innovation in education, to analyse the structural and policy-based conditions that support or hinder resilient and equitable learning environments, to identify and evaluate innovative practices that promote inclusion and adaptability, especially in response to systemic disruptions, to propose a multidimensional model for integrating these principles into educational policy and practice, and to formulate actionable recommendations for policymakers, educators, and institutional leaders. Through comparative analysis and selected case studies, this paper explores the conceptual interrelation between resilience, equity, and innovation in education, examines the policy and structural conditions that influence their implementation, identifies inclusive and adaptive practices in response to systemic disruptions, and proposes an integrated model alongside actionable recommendations to support long-term systemic transformation.

Keywords: educational resilience, equity in education, educational innovation, educational policy, social transformation, adaptive learning systems, global education challenges

EXPLORING THE LINK BETWEEN FINANCIAL INCLUSION AND BANKING SECTOR PROFITABILITY IN THE EUROPEAN UNION COUNTRIES

ANGELA ROMAN
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
aboariu@uaic.ro

VALENTINA DIANA RUSU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
valentinadiana.ig@gmail.com

Abstract

In recent decades, financial inclusion has become a topic of great interest for both policymakers and researchers due to its link to economic growth and the standard of living of the population. From a research perspective, we find a substantial number of studies that have examined the impact of financial inclusion on economic growth and the standard of living of the population. On the other hand, we find that there are significantly fewer studies, especially for European Union countries, that have focused on analysing the impact of financial inclusion on the profitability of banks, which often appear as important providers of financial services in many countries. In this context, the objective of our study is to analyse the link between financial inclusion and the profitability of the banking sector in the 27 member countries of the European Union. Specifically, we aim to empirically investigate how various financial inclusion measures influence the profitability of the banking sector. The paper analyses data over a period of 20 years, from 2004 to 2023, which were primarily obtained from the IMF Financial Access Survey and the World Bank's Global Financial Development database. To measure profitability, we use three indicators: return on assets, return on equity, and net interest margin. As main independent variables, we consider several indicators that capture the multidimensional nature of financial inclusion. The empirical results indicate that a higher level of financial inclusion can contribute to enhancing the profitability of the banking sector, as banks can expand their market share, increase their ventures, and reduce costs. The findings of this study may have implications for policymakers and practitioners in financial institutions. The significant role of financial inclusion in enhancing bank profitability highlights the need to implement policies aimed at improving the level of financial inclusion.

Keywords: financial inclusion; profitability; banking sector; European countries

THE DIGITAL AGE: THE ERA OF THE NEW ENTREPRENEURS? CASE STUDY OF ENTREPRENEURS IN THE MORAVIAN-SILESIAN REGION

DOMINIK SALAT
Silesian University in Opava
Karviná, Czech Republic
salat@opf.slu.cz

JARMILA DUHÁČEK ŠEBESTOVÁ
Silesian University in Opava
Karviná, Czech Republic
sebestova@opf.slu.cz

Abstract

With the development of digitalisation and the arrival of new technologies, people are beginning to see opportunities that were previously unknown to them just a few years ago. The corporate sector is no exception. New opportunities are opening for businesses to improve their existing market positions, but also new markets where they can penetrate. However, this digital age does not only bring with it a beautiful rosy world but also threats that some are not prepared for or do not pay due attention to. Business is slowly moving into the digital world, and the so-called digital entrepreneurship is coming to the surface of exploration. The research focused on the Visegrad region of the Czech Republic, namely its Moravian-Silesian region. The aim of the paper is to analyse youth entrepreneurs aged 18 to 25 in the Moravian-Silesian region in contrast to the age groups of the rest entrepreneurs. Four hypotheses were established and tested on a sample of 262 entrepreneurs using bivariate statistical analysis methods. The results of the research found a favouring of youth entrepreneurship in this digital age, as well as the need for continuous knowledge enhancement for entrepreneurs of all ages. The research extends the knowledge already gained in this area and offers new possibilities in the direction of future research.

Keywords: Czech Republic, Digital entrepreneurship, Youth entrepreneurship

DIGITALIZATION OF HR FUNCTIONS: TRANSFORMING THE FUTURE OF WORK

ZABIULLAH RAHIMI

Punjabi University, Patiala
Patiala, India
zabihullahrahimi95@gmail.com

KAPIL SHARMA

Punjabi University, Patiala
Patiala, India

Abstract

A significant change in how businesses handle their personnel is represented by the digitisation of human resources (HR) services. HR departments can increase organisational efficiency, improve employee engagement, and streamline operations by incorporating cutting-edge technologies. The main facets of HR digitalisation are examined in this essay, together with its advantages, difficulties, and revolutionary effects on labour management. By implementing technologies like cloud-based platforms, big data analytics, and artificial intelligence (AI), businesses are encouraging creativity and agility in addition to streamlining conventional HR procedures. The study also explores the changing role of HR in influencing employee experiences, coordinating workforce plans with corporate objectives, and managing the challenges of digital transformation. By taking into account these factors, this study offers a thorough examination of the important developments, advantages, and potential paths in the digitalisation of HR operations, demonstrating its crucial position in the contemporary business environment.

Keywords: Digitalisation, impact functions, challenges

ENHANCING THE EFFICIENCY OF AI-BASED COMMUNICATION SERVICES IN PUBLIC INSTITUTIONS AND ADMINISTRATION

BOGDAN-NARCIS FÎRȚESCU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
firtescu@uaic.ro

GINA - SIMONA FARMATU
D.G.R.F.P. Iasi
Iasi, Romania
gina.farmatu@gmail.com

Abstract

Artificial Intelligence (AI) is transforming public administration by advancing efficiency, innovation, and citizen-focused communication services. Leveraging advanced algorithms, machine learning, and neural networks, AI streamlines operations, automates routine tasks, and enhances resource allocation while improving public engagement. This research examines the scope and impact of AI integration in public administration, focusing on European states, including Romania, with global comparisons. The main objectives are to: (1) analyse investment trends in AI tools; (2) identify AI-driven communication services, such as automated emails and chatbots informing taxpayers about obligations; (3) evaluate risks, including ethical, privacy, and equity issues; and (4) explore prospects for AI adoption. A comparative analysis across sectors and regions shows rapid AI uptake, particularly in developed nations. AI-powered chatbots in tax authorities exemplify improved communication services, offering real-time support, simplifying queries, and boosting compliance. AI streamlines communication by delivering personalized tax reminders, improving compliance, and providing real-time guidance through chatbots. Predictive analytics forecast public needs, enabling proactive updates on policies or services. This study highlights AI's potential to revolutionize how public institutions inform citizens, advocating for ethical, inclusive implementation to ensure effective communication. While opportunities like predictive analytics arise, challenges such as algorithmic bias and digital divides persist, undermining trust in AI usage. This study underscores AI's potential to revolutionize governance through enhanced communication services in public institutions compartments but mainly advocating for responsible implementation of these new technologies.

Keywords: AI streamlines communication, AI driven services, AI risks, good communication skills in public administration, responsible AI implementation

PUBLIC PROCUREMENT IN ROMANIA (2017–2025): TRENDS IN PROCEDURE TYPES, CONTRACT CATEGORIES AND BUDGET EVOLUTION

COSMIN ILIE UNGUREANU

Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
ungureanu.cosmin@gmail.com

Abstract

This research provides a comparative analysis on the evolution of public procurement in Romania in the period 2017-2025, based on statistical data aggregated in the annual reports published by the National Agency for Public Procurement (ANAP). The study investigates the dynamics of the main award procedures (open tenders, restricted tenders, negotiation without publication, competitive dialogue, etc.), the distribution by type of contracts (works, goods, services) and the total annual value, expressed in RON. By correlating the variables, the analysis highlights the structural trends emerging in the context of legislative changes, the digitization of the SEAP platform, as well as external crises (COVID-19 pandemic and the conflict in Ukraine). The research also identifies recurring patterns and some imbalances in the allocation of public resources. The findings point to a moderate but uneven increase in the value of procurement, a continued preference for classical procedures and an under-utilization of innovative ones such as innovation partnerships. The study provides benchmarks for optimizing the performance of the national procurement system in line with European standards.

Keywords: procurement; analysis, trends

TRACK 3: LEGAL FRAMEWORKS FOR DIGITAL RIGHTS AND RESPONSIBILITIES

Room B525, B building and on-line – Microsoft Teams (https://tinyurl.com/3jnvbnuw)

Chairs:

Professor PhD. Ada Iuliana POPESCU, Alexandru Ioan Cuza University of Iasi, Romania
Associate Professor PhD. Carmen MOLDOVAN, Alexandru Ioan Cuza University of Iasi, Romania

***

GOOD FAITH IN CONTRACTS AND GOOD FAITH IN GDPR

MIRELA-CARMEN DOBRILĂ
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mirela.dobrila@uaic.ro

Abstract

The principle of good faith, as a fundamental principle in civil law, must be respected when negotiating, concluding and performing contracts, and it is regulated by the Civil Code. The article makes some connections between the principle of good faith in contracts and the principle of good faith that must be respected for the processing of personal data, according to the GDPR. Although the principle of good faith is not expressly stated in the GDPR, it results from compliance with the other principles related to data processing expressly stated in Art. 5 GDPR.

Keywords: good faith; contract; personal data; GDPR; General Data Protection Regulation; Romanian Civil Code.

BETWEEN LAW AND PRACTICE: DIGITAL RIGHTS AND FREEDOMS IN THE EUROPEAN UNION

ADA-IULIANA POPESCU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
ada.popescu@uaic.ro

Abstract

The article investigates how the European Union defines, protects, and enforces digital rights and freedoms, analysing the legal norms and their practical implementation. Based on EU Charter of Fundamental Rights and instruments like the GDPR and Digital Services Act, the paper examines key issues such as privacy, online expression, and digital access. Using some landmark cases such as the ones referring to the enforcement of the "right to be forgotten," platform regulation under the DSA, and limits on biometric surveillance, the article reveals how legal protections are challenged by real-world complexities. It argues that while the EU has developed quite a strong legal framework for digital rights, effective protection depends on consistent enforcement, institutional clarity, and adaptability to technological change.

Keywords: digital freedoms, digital rights, human rights, European Union law, jurisprudence.

FREEDOM OF EXPRESSION IN THE DIGITAL AGE: DISINFORMATION, MANIPULATION, PROPAGANDA. LEGAL CHALLENGES IN THE EUROPEAN UNION

CARMEN MOLDOVAN
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
carmen.moldovan@uaic.ro

Abstract

This aim of this paper is to explore the evolving landscape of freedom of expression within the European Union, with a special focus on the growing phenomena of disinformation, manipulation, and propaganda in the digital environment. It will examine the legal responses to these threats, especially in the context of social media platforms, algorithmic content moderation, and the rise of AI-generated content. One important focus is on the analysis of the balance between safeguarding fundamental rights and ensuring public safety, highlighting key legislative instruments such as the Digital Services Act, the Code of Practice on Disinformation, and relevant ECtHR jurisprudence. Through a comparative approach, the paper aims to reveal the tensions between different values such as democratic freedoms, the protection of the freedom of expression in the digital public sphere and promoting policy digital resilience and transparency.

Keywords: freedom of expression, challenges, Digital Services Act

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JUDICIAL INDEPENDENCE AND EUROPEAN GOVERNANCE: INSTITUTIONAL DYNAMICS AND CHALLENGES OF EUROPEAN INTEGRATION FOR THE JUDICIAL SYSTEM IN ROMANIA

SEBASTIAN AVĂCĂRIȚEI
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
sebastian.avacaritei24.07@gmail.com

Abstract

This paper is devoted to an in-depth analysis of the complex interactions between European governance mechanisms – including, but not limited to, the Cooperation and Verification Mechanism, the Annual Rule of Law Report and the budgetary conditionality framework – and the autonomy of the national judiciary. The main purpose of the research consists in the critical evaluation of the way in which the European standards regarding judicial independence, administrative efficiency and institutional integrity have influenced both the structure and operation of the Superior Council of Magistracy, as well as the legal status of judges and prosecutors, together with the inter-institutional relations within the state apparatus.

The adopted methodology is based on a particularly rigorous normative analysis, combined with the systematic evaluation of strategic documents issued at the European and national level, as well as relevant comparative case studies (comparative analyses focused on the experiences of Romania, Poland and Hungary). This analytical approach allows the identification of institutional adaptation models and the exposure of tensions inherent in the implementation of European standards. In addition, special importance is given to the jurisprudential interpretations issued by the Court of Justice of the European Union and the European Court of Human Rights, whose decisions are essential in articulating the normative framework of reference regarding judicial independence.

The conclusions presented in the paper critically approach the integrated effects of the European integration process on the autonomy of the national judicial system, emphasizing both the risks arising from a possible institutional over-compliance, as well as the opportunities to strengthen the autonomy and efficiency of the judicial system. In conclusion, proposals for institutional optimization and practical recommendations are formulated, intended for decision-makers in Romania and European institutions involved in monitoring and evaluating the performance of the judicial system.

Keywords: judicial independence, EU rule of law, legal reform

DIGITAL GOVERNANCE AS THE FOUNDATION OF MODERN PUBLIC ADMINISTRATION: BETWEEN INSTITUTIONAL REFORM AND CULTURAL TRANSFORMATION

IUSTIN-GHEORGHE JALABOI
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
jalaboi.iustin@gmail.com

Abstract

The implementation of e-governance principles represents more than the mere digitalization of administrative procedures—it is a complex process of institutional reform and cultural transformation within the public sector, regardless of the type of institution involved. This paper offers a critical analysis of how digital governance reshapes the relationships between public authorities, citizens, and other key stakeholders, with a particular focus on the context of public administration in Romania. The study explores dimensions such as institutional interoperability, data-driven decision-making, decision-making transparency, and the development of digital participatory mechanisms. Based on qualitative research, the paper identifies the main barriers to effective e-governance adoption: resistance to change, lack of a uniform digital infrastructure, and digital skills gaps within public administration. The study concludes with a set of recommendations for strengthening a healthy, inclusive, and sustainable model of digital governance aligned with European principles of good governance.

Keywords: Digital governance, institutional reform, cultural transformation, public administration

SPECIFIC LEGAL ENTITIES OF THE EUROPEAN UNION ON COMPANY LAW

CRINA MIHAELA VERGA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
George Bacovia University of Bacău
Bacău, Romania
crina_verga2000@yahoo.com

Abstract

In order for the European single market, based on freedom of establishment, to function as efficiently as possible, this paper first addresses the specific regulatory framework regarding uniform corporate entities of the Union, which allow commercial companies to operate in several Member States. Thus, the European Company (SE), the European Economic Interest Grouping (EEIG), the European Cooperative Society (SCE) are analysed in detail. It also discusses the current legislative proposals regarding the European Private Company (SPE), with a view to simplifying existing European company forms. In order to best support the needs of the existing business environment in the Member States and to promote the fastest possible expansion of cross-border economic activities, proposals are made to amend the legal provisions in force in the Union. Then, the second part of the paper considers the case law of the Court of Justice on the matter, emphasizing the role of the Luxembourg court in interpreting the relevant European legislation. The paper is of particular importance for the most efficient development of the activities carried out by the already established corporate forms of the Union; the article is of real interest also for specialists in the field, but especially for the Member States of the Union, whose legislation must be harmonized with the European legislative framework corresponding to the field studied.

Keywords: specific corporate entities, European Union, legislation, jurisprudence

THE IMPACT OF DIGITAL TRANSFORMATION ON THE ADMINISTRATION OF THE EUROPEAN JUDICIAL SYSTEM: NORMATIVE, INSTITUTIONAL AND ETHICAL CHALLENGES

SEBASTIAN AVĂCĂRIȚEI
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
sebastian.avacaritei24.07@gmail.com

MIHAELA TOFAN
Alexandru Ioan Cuza University of Iasi,
Iasi, Romania
mtofan@uaic.ro

Abstract

The present paper engages in a critical and methodological analysis of the effects generated by the digitization process on the organization and administration of the judiciary within the European Union, placing itself in a context where national legal traditions face the imperative of technological modernization. The study rigorously evaluates the concrete implications of the integration of digital tools in the judicial activity, manifested by the implementation of electronic systems for the

management of judicial files (e-justice), the algorithmizing of the distribution of cases and the use of artificial intelligence technologies in the decision-making processes of the courts.

Starting from a detailed analysis of the relevant European framework – including the European e-Justice strategy and related policy documents – the research identifies the main legal and institutional challenges driven by digital transformation. It examines the need to ensure independence and impartiality in the context of digitization, the strict protection of personal data and the confidentiality of judicial proceedings, the risks associated with external influence on the management of judicial data, as well as the danger of excessive standardization that could compromise the specificities of national legal systems.

The methodology adopted is of a comparative nature and includes case studies of European states recognized for their technological advance, such as Estonia and Germany, alongside a thorough examination of the situation in Romania, in the context of recent judicial reforms. The conclusions undertaken aim to issue precise institutional and legislative recommendations, aimed at optimizing the integration of digital technology in judicial systems, while guaranteeing a harmonious balance between administrative efficiency and the functional autonomy of the judicial authority.

Keywords: digital justice, judicial governance, algorithmic decision-making

Acknowledgement

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DIGITALIZING THE CITIZEN–MUNICIPALITY RELATIONSHIP: BETWEEN ADMINISTRATIVE MODERNIZATION AND PUBLIC RESPONSIBILITY

MIHAELA TOFAN

Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mtofan@uaic.ro

IUSTIN-GHEORGHE JALABOI

Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
jalaboi.iustin@gmail.com

Abstract

Within the framework of the European Union's Digital Strategy, local public administrations are positioned to become key actors in the digital transformation, providing citizens with services that are fast, accessible, and transparent. This is a challenge not only in theory, but also when transferring the strategy instrument and tools into practice. This paper examines the opportunities and challenges of fully digitalizing the interaction between citizens and municipalities, with a focus on Romania and comparable examples from other European Union member states. The research addresses the integration of electronic registries, automation of administrative requests, online payment of local taxes, and the use of digital platforms for civic participation. At the same time, the paper analyses the risks related to digital exclusion, data security, and the urgent need for digital training within local

administrations. A strategic framework is proposed for comprehensive digitalization of municipal services, built on principles of accessibility, ethics, and efficiency, aiming to redefine the administration–citizen relationship in the digital era. Furthermore, the study explores cautionary examples where, although the time spent in front of the counter (physically or virtually) has decreased, the back-office workload and processing time have significantly increased—ultimately generating new costs and burdens for citizens.

Keywords: Digital transformation, local public administration, administrative requests, online services

Acknowledgement

The authors acknowledge financial support from the European Commission- Erasmus Plus Program, Project ERASMUS-JMO-2022-HEI-TCH-RSCH EUFIRE-RE – 101085352, Jean Monnet Center of Excellence European Financial Resilience and Regulation EUFIRE-RE.

INVISIBLE FILTERS: HOW DIGITAL AND HUMAN BIAS SHAPE WOMEN'S JOB SEARCH IN HIGH-TECH
EXPLORING ORGANIZATIONAL GATEKEEPING, AI TOOLS, AND THE GENDERED HIRING EXPERIENCE IN THE DIGITAL AGE

ZEALA PINTO

Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
tsaela@gmail.com

Abstract

Despite the growing emphasis on diversity and inclusion, women continue to face disproportionate challenges in securing leadership and technical roles within the high-tech sector. This study explores the job-seeking phase through an organizational lens, revealing how both human and algorithmic biases perpetuate gender disparities. Drawing on qualitative interviews with women professionals in high-tech—including VPs, HR leaders, and mid-career candidates—this research surfaces patterns of exclusion masked by seemingly neutral recruitment practices. Participants reported being asked inappropriate questions about motherhood and travel commitments, while others described feeling "out of the loop" despite holding senior roles in global firms. The study also examines the unintended consequences of digital hiring platforms and AI-driven applicant tracking systems, which may reinforce rather than reduce bias. By combining empirical insights with contemporary literature on digital governance, algorithmic decision-making, and gender inequality in hiring, the paper calls for more transparent and inclusive recruitment systems. It proposes actionable organizational strategies to ensure equitable access to high-tech careers in the digital age.

Keywords: Digital age, Gender bias, high-tech industry, AI recruitment tools, digital discrimination, women in leadership

BEYOND MERITOCRACY IN THE DIGITAL AGE: EVOLVING BIAS AWARENESS AND WOMEN'S LEADERSHIP IN HIGH-TECH INSIGHTS FROM A QUALITATIVE STUDY ON THE BIAS AWARENESS IN HIGH-TECH LEADERSHIP

ZEALA PINTO
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
tsaela@gmail.com

Abstract

This paper explores how women's leadership aspirations and experiences are shaped by an enduring yet often illusory belief in meritocracy, particularly within high-tech sectors that pride themselves on innovation and data-driven decision making. Drawing on contemporary research (Eagly & Heilman, 2016; Ibarra, Ely & Kolb, 2013; Derks et al., 2016; Rudman & Fairchild, 2004; Fine, 2005; Brescoll, 2016; Hewlett, 2019; Joshi et al., 2015; Cech & Blair-Loy, 2010; Seron et al., 2018), we illustrate how deeply held individualistic and meritocratic ideologies can mask or justify pervasive gender biases in recruitment, promotion, and leadership evaluations.

Even as technology-driven businesses advocate a boundary-breaking ethos, women still confront micro-inequities, subtle exclusion from networks, and a "diversity–quality" trade-off narrative that keeps them on the margins. Through an analysis of content diaries and interview excerpts, the paper shows that women often internalize, rationalize, or minimize inequitable treatment, partly due to cultural norms elevating technical prowess and dismissing socially oriented skills. Moreover, rather than galvanizing collective reform efforts or feminist critiques, many women's recognition of bias remains fragmented and personalized—an obstacle to broader organizational change.

Considering Industry 4.0 transformations—encompassing digital platforms, algorithmic decision making, and disruptive business models—this study urges re-evaluations of workplace cultures that unquestioningly assume neutrality. We propose that addressing gender imbalance requires not only boosting women's participation in data-driven leadership but, more importantly, rethinking how digital-era "meritocracy" can inadvertently replicate old hierarchies. By questioning the assumption that pure technical capability alone ensures fairness, leaders and organizations can generate more inclusive cultures and move toward genuinely transformative practices in the digital age.

Keywords: Digital age, High-Tech Industry, Bias Awareness, Women in Leadership, Organizational Culture, Meritocracy Myth

TRACK 4: THE DIGITAL ECONOMY AND SUSTAINABLE GROWTH

Room B613 and on-line Microsoft Teams (https://tinyurl.com/mryjc4h6)
Chairs:
Professor PhD. Bogdan PETRIȘOR, Alexandru Ioan Cuza University of IașiRomania
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DIGITAL REFORM AND FISCAL AUDIT: RECENT TRENDS AND IMPLICATIONS FOR IMPROVING THE EFFICIENCY OF TAX REVENUE MOBILIZATION IN ROMANIA AND EU MEMBER STATES

ELENA SUMAN
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
elena.suman@uaic.ro

Abstract

The efficiency of the fiscal apparatus has attracted the attention of numerous studies and has been the subject of many administrative reform processes. Increasing the tax revenue collection rate is closely linked to the concrete measures that tax authorities have implemented over time to improve taxpayer compliance. The digitalization of taxpayer reporting and the development of digital platforms in the relationship between tax authorities and taxpayers have significantly reduced administrative costs. However, the process has not stopped there. In both Romania and other member states, these efforts have been complemented by programs aimed at reducing tax evasion, particularly in the area of indirect taxation. The implementation of electronic transmission of issued invoices has been a measure gradually adopted by more and more countries, thereby reducing VAT fraud. This was followed by the decision of some countries, including Romania, to adopt and implement advanced fiscal information reporting systems in their tax legislation, such as SAF-T reporting. Through this paper, we aim to provide a comparative analysis of the measures implemented, their effects on the fiscal system, and future directions to be pursued in the process of improving fiscal efficiency, both in Romania and in EU member states. We also propose an empirical analysis of the correlation between digitalization indices and indicators of improved tax revenue collection and compliance rates, highlighting recent developments in this area.

Keywords: digitalization, tax evasion, tax audit, S-AFT

FISCAL DECENTRALIZATION AND THE DEVELOPMENT OF THE DIGITAL ECONOMY

ELENA CIGU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
elena.chelaru@uaic.ro

ANCA FLORENTINA VATAMANU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
anca.vatamanu@uaic.ro

Abstract

Fiscal decentralization has emerged as a vital factor in advancing the development of the digital economy, allowing local governments to customize fiscal policies, incentives, and investments that align more effectively with the distinct needs of their regions. This paper examines the relationship between fiscal decentralization and the digital economy, highlighting how decentralized fiscal frameworks can improve responsiveness to technological advancements, promote innovation, and encourage public-private partnerships. Utilizing a mixed-methods approach, the analysis combines quantitative data on fiscal decentralization and the digital economy with qualitative insights to explore case studies from various countries, emphasizing the role of local governments in fostering favourable conditions for digital enterprises through targeted tax incentives, infrastructure improvements, and regulatory frameworks. Furthermore, the analysis addresses the challenges and opportunities presented by fiscal decentralization concerning equity, efficiency, and digital inclusivity. By providing a comprehensive understanding of these dynamics, this study aims to enrich the dialogue on effective governance models that harness the potential of the digital economy while promoting sustainable and inclusive development.

Keywords: fiscal decentralization, digital economy, sustainable development, public-private partnership

ROMANIA AND THE FISCAL DEFICIT IN 2025

DAN LUPU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
dan.lupu@uaic.ro

Abstract

After the 2025 elections in Romania, the budget deficit has become the new topic of analysis at maximum intensity. The idea is to reduce budget expenditures as the main or exclusive means of reducing the budget deficit. However, to carry out such an action, Romania's situation must be analysed in comparison to other EU countries. This article aims to carry out a comparative analysis between public expenditures in Romania, on the one hand, and other EU countries, grouped either in EU26 or in EU11 (the former socialist states). Following the analysis undertaken, Romania's public expenditures of 39.23% of GDP are much lower (7.5%) than the European average of 46.94%. Compared to Western states (average of 47.23%), our country presents significantly lower values by over 8.00%. The same is true for the former communist states, with an average of 45.39% and a difference of 6.14%. Given that Romania has the lowest budget expenditures in the EU, why should they be reduced even further? The decrease in budget expenditures will lead to a decrease in the quality of public services and a departure from European standards. On the other hand, even if the level of budget expenditures viewed in general is the lowest in the EU, their structure should be optimized. The reprioritization of expenditures should be achieved by relocating funds from areas where expenditures are excessive and unjustified to those that are severely underfunded. The main working hypothesis, according to which the budget deficit can be solved only from savings achieved through cuts in public expenditures, will lead to underfunded public services in the future. However, we must also look at the other component of the budget deficit, namely the increase in tax revenues. Compared to GDP, Romania has the lowest revenues in the entire EU. Compared to the EU26, whose average is 45.50%, Romania is at an enormous difference of over 14.11%, that is, at an unbelievable 31.39%. And compared to the former communist states with an average of 41.82%, our country is at a difference of over 10.42%. Consequently, Romanian governments must fight the budget deficit on two fronts: redistribution and efficiency of public spending, and second, reducing tax evasion and increasing public revenue collection.

Keywords: fiscal deficit, reduction of public expenditure, increase of public revenues

ARTIFICIAL INTELLIGENCE ADOPTION IN EUROPEAN BUSINESSES: A COUNTRY-LEVEL ANALYSIS OF DETERMINANT FACTORS

CONSTANTIN-MARIUS APOSTOAIE

Alexandru Ioan Cuza University of Iasi
Iasi, Romania
marius.apostoaie@uaic.ro

IRINA BILAN

Alexandru Ioan Cuza University of Iasi
Iasi, Romania
irina.bilan@uaic.ro

Abstract

In today's dynamic and highly competitive business landscape, the adoption of disruptive technologies such as Artificial Intelligence (AI) is essential for organizational resilience and long-term growth for any business. While the benefits of AI integration are well-documented, businesses continue to face a complex mix of drivers and barriers that shape their adoption decisions. This study investigates the macro-level determinants of AI adoption across 28 European countries, including all EU member states and Norway, by conducting a cross-country analysis grounded in the well-known Technological, Organizational, and Environmental (TOE) framework. Addressing a gap in the existing literature, which has largely focused on single-country, firm-level analyses, this research makes use of harmonized annual data to uncover structural factors influencing AI adoption at the national level. The findings highlight that past IT experience, R&D intensity, and economic openness significantly foster AI adoption. Conversely, domestic competition emerges as a limiting factor for small firms with constrained resources and a survival-oriented outlook. Institutional conditions, particularly the rule of law and government size, also shape adoption patterns, larger governments tend to discourage AI adoption in smaller companies due to increased fiscal and regulatory burdens. These insights offer valuable guidance for policymakers and stakeholders aiming to promote AI diffusion and technological innovation throughout European economies.

Keywords: artificial intelligence adoption behaviour; European companies; TOE model; small-size companies.

Acknowledgement

This research was performed with the support of the ERASMUS+ Program of the European Union (Jean Monnet Module "Guiding Steps for the Next Generation of Smarter and More Engaged Citizens in a Sustainable European Union", NextStepEU, under grant decision number 101085160 / 31.08.2022). This work reflects only the views of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

BRIDGING THE GAP: EDUCATION-RELATED BARRIERS TO HEALTHCARE UTILIZATION AMONG WOMEN IN THE EUROPEAN UNION

MIHAELA DAVID
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mihaela.david@uaic.ro

DĂNUȚ-VASILE JEMNA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
danut.jemna@uaic.ro

Abstract

Within the European Union, disparities in healthcare access - particularly affecting women - are closely intertwined with socio-economic, geographic, and cultural dimensions, forming structural barriers that disproportionately hinder women's use of healthcare services. Tackling these disparities is essential, as they contribute to increased morbidity, poorer health outcomes, and greater financial strain for women, thereby reinforcing broader gender-based inequalities across society. Therefore, the aim of this study is to examine socio-economic inequalities among women across EU countries, utilizing data from the third wave of the European Health Interview Survey (EHIS) conducted in 2019. Logistic regression analysis was employed to examine the socio-economic factors associated with healthcare utilization. Erreygers-corrected concentration indices were calculated to evaluate the magnitude of socioeconomic-related inequalities associated with three indicators of health care services utilisation, including generalist practitioner visits, Pap smears, and mammograms. In addition, the main factors associated with these inequalities were identified via a decomposition analysis of the calculated concentration indices.

Keywords: education, barriers, healthcare, women

THE IMPACT OF LABOR MARKET REGULATIONS. EVIDENCES FROM EU DEVELOPING COUNTRIES

MIHAI-BOGDAN PETRIȘOR
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mihai.petrisor@uaic.ro

LAURA DIACONU (MAXIM)
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
lauradiaconu_07@yahoo.com

Abstract

It is known that labor market regulations determine the types of employment contracts, set boundaries for wages and benefits, hours and working conditions, forbid certain employment practices, and provide social protection for workers. The main reason for these regulations is related to various labor market imperfections. According to neoclassical economists, rigid labor market regulations may hinder employment and economic growth. Meanwhile, institutionalists emphasize

the role of protective policies in enhancing job quality and stability. Considering all these aspects, the purpose of our paper is to investigate the impact of labor market regulations on employment outcomes in EU developing countries, namely Romania, Bulgaria and Croatia, with a particular focus on minimum wages and employment protection legislation. In order to achieve our goal, we used panel a data analysis for the period 2010 to 2023. Our results indicate that stringent labor market regulations are associated with higher youth unemployment and informal employment, especially in periods of economic downturn. Yet, the presence of active labor market policies and strong institutional frameworks can mitigate these effects. Meanwhile, we found out that moderate levels of employment protection legislation seem to support wage growth and job retention.

Keywords: EU developing states; minimum wages; employment protection legislation

THE ROMANIAN UNIVERSITIES AND THE DILEMMA OF SUSTAINABLE DEVELOPMENT: THE CHALLENGES OF ASSIMETRIC POWER RELATION IN THE COMPLEX STAKEHOLDER NETWORKS

MIHAI TALMACIU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mtalm@uaic.ro

IRINA TEODORA MANOLESCU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
iciorasc@uaic.ro

Abstract

In the current economic, social, and political context shaped by the global agenda on sustainable development, universities are called upon to redefine their role and recalibrate their mission in relation to the needs of a global society, marked by instability-generating factors and crisis situations. Thus, universities face the challenge of going beyond their traditional roles of teaching and research and taking on a more active role in achieving the Sustainable Development Goals (SDGs) at local, regional, national, and international levels. Achieving the SDGs is possible through the involvement of a complex ecosystem of actors: companies, NGOs, local communities, governments, and international organizations in multi-stakeholder collaborative governance initiatives. Collaboration and stakeholder engagement in such initiatives can be affected by asymmetrical power relations and difficulties in harmonizing the objectives, values, and principles of the entities involved in these partnerships. In this asymmetric context, universities face a dual challenge: to produce knowledge and provide spaces for critical reflection, while also coping with institutional and economic pressures from more powerful partners. The higher education system in Romania provides a relevant case study for analysing how universities engage in such partnerships, in a social and political context marked by institutional reforms, limited resources, and transitional governance cultures.

This article analyses how universities and research institutions in Romania can take on a more active role in multi-stakeholder initiatives aimed at achieving the SDGs without compromising their autonomy and core educational mission. The opportunities and risks of university involvement in collaborative networks will be examined, considering that the actors involved have unequal access to resources, divergent interests, and different levels of influence over decision-making. Thus, there is a need to address challenges related to power imbalances through inclusive governance practices, decision-making transparency, and the promotion of authentic partnerships based on trust and mutual respect. The study is based on qualitative data drawn from institutional reports, public policy

documents, and semi-structured interviews with academic and non-academic actors. It highlights both the opportunities and constraints faced by universities in their efforts to contribute to sustainability. The analysis shows that although Romanian universities clearly express their willingness and readiness to take an active role in the sustainable development of communities, in practice their involvement is often hindered by fragmented policies, dependence on external funding, and limited autonomy in strategic planning. The article proposes a critical perspective on the involvement of universities in collaborative governance architectures related to sustainability. Only through a re-evaluation of their own role and a firm commitment to equity and responsibility can universities make a real contribution to reducing social inequalities and development gaps, by aligning the principles of equity and efficiency in resource allocation.

Keywords: university, collaborative networks, sustainable development, power relations.

WHY DO YOU USE TIKTOK? DEVELOPING MEASUREMENT SCALES FOR PLEASURE AND FUNCTIONALITY FROM GENERATION Z PERSPECTIVE

OANA – CARMEN ȚUGULEA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
ciobanu.oana@uaic.ro

RAREȘ OBADĂ
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
rares.obada@gmail.com

BEATRICE BARBOS
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
barbosbeatrice@gmail.com

Abstract

Nowadays, TikTok dominates the social media world, particularly among Generation Z. Being on TikTok involves not only receiving content, but also creating it, sharing and engaging with people from across the world. On TikTok, individuals feel happy, curious, informed and relaxed as the platform offers the opportunity to romanticize life and escape the real world. On the other hand, TikTok is the driving source for Generation Z to talk about real life problems. This study aims to investigate the determinants that describe the motives to use TikTok by Generation Z and to develop measurement scales for motives to use TikTok by Generation Z users. Data were collected from 2589 respondents from Generation Z. The questionnaire included a scale which consists of 36 items describing various motives to use TikTok. Integrating the SPSS software for data analysis, two important variables were identified as main motives for TikTok usage: pleasure and functionality. Understanding the motives behind its usage became increasingly important, as the findings can serve as a source of information for influencers and brands in building trust among Generation Z users.

Keywords: Gen Z, TikTok, social media, motivation, short – form videos, pleasure

CULTIVATING RESILIENCE IN THE ERA OF DIGITAL TRANSFORMATION: INFORMATIONAL COMPONENT

SERHII HAKMAN

Chernivtsi Regional Centre for Continuing Training
Chernivtsi, Ukraine
hakman61@gmail.com

NATALIIA NECHAIEVA-YURIICHUK

Yuriy Fedkovych Chernivtsi National University
Chernivtsi, Ukraine
n.nechayeva-yuriychuk@chnu.edu.ua

Abstract

In wartime, security issues have become more relevant than ever. The current Russian-Ukrainian war is unique in that it is taking place in the digital age. The last determines the environment in which state governance is carried out, political decisions are made, and the work of local government bodies is organised. At the present stage, the issue of security is of particular importance, as it concerns not only physical security but also digital security. The protection of citizens' lives and health, as well as the protection of their data, immediately attracts extraordinary attention from society and becomes the subject of political discussions and administrative decisions. At the same time, these issues are only the tip of the iceberg, with the underlying basis being the moral and psychological state of both individual citizens and society as a whole.

The hybrid war in Ukraine, which has been ongoing since 2014 and escalated into a full-scale war in February 2022, directly affects the resilience of Central and Eastern European societies to security challenges and threats. It is accompanied by a powerful information war waged by the Russian aggressor on all fronts, including interference in the internal affairs of individual states in the region. The recent presidential elections in Romania have shown that digital transformations have led to changes not only in the information field but also in the socio-political sphere. The influence of social networks on the political decision-making process has been dramatic and has almost led to a change in the vector of development of the Romanian state. Furthermore, we recall the 2015 migration crisis, the COVID-19 pandemic, and the financial turmoil that occurred against its backdrop. In that case, it becomes clear that stability and resilience are necessary components for preserving the democratic vector of development in both Ukraine and Romania.

Keywords: resilience, war, security, Central-Eastern Europe

TRACK 5: ARTIFICIAL INTELLIGENCE IN THE EU ADMINISTRATIVE AREA

Room B503 (B building) and on-line Microsoft Teams (https://tinyurl.com/3cn22pt2)
Chairs:
Professor PhD. Costel ISTRATE, Alexandru Ioan Cuza University of Iasi, Romania
Professor PhD. Ioan-Bogdan ROBU, Alexandru Ioan Cuza University of Iasi, Romania
***

ACCOUNTING - FROM TRADITIONAL TO DIGITAL

CIPRIAN APOSTOL
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
ciprian.apostol@uaic.ro

Abstract

In its classical sense, accounting is considered as the "language of business", being indispensable in substantiating economic-financial decisions, because by recording economic-financial transactions and preparing annual financial statements, accounting contributes to transparency, control and financial efficiency. Accounting has evolved continuously, adapting to the economic, social and technological context. In the context of the rapid evolution of information technology, accounting has entered a profound process of transformation, driven by current trends of digitalization. Traditionally, accounting has been perceived as a bureaucratic field, centered on manual processing of documents and financial statements. With the advent and integration of digital technologies such as artificial intelligence, process automation through software robots, cloud platforms, blockchain and advanced data analytics, a paradigm shift in accounting practice has occurred. Thus, accounting can no longer be conceived without the integration of technology and analytical thinking, which is leading to a redefinition of the accounting profession, the tools used and the relationship between accountants, management and state institutions. The study aims to capture the main challenges of the accounting profession imposed by the implementation of new digital technologies, in order to chart the new trajectory in the training and development of this profession. For this purpose, a descriptive analysis of the new trends in the field of accounting was used with the help of information gathered from various sources such as media, literature, legislative regulations etc.) The results of the research consist in presenting the latest information, which will help us to reach a conclusion on how the implementation of digital technology will change the future of the accounting profession.

Keywords: accounting, accountancy profession, digital technologies

THE IMPACT OF AUDIT OPINION ON A COMPANY'S FINANCIAL RESULTS

GEORGIANA BURLACU
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
georgiana.burlacu@student.uaic.ro

IOAN-BOGDAN ROBU
Alexandru Ioan Cuza University of Iasi,
Iasi, Romania
bogdan.robu@feaa.uaic.ro

Abstract

Financial statements are those that describe the position and performance of a company at a given point in time. These financial statements are reviewed by the auditor and an opinion is issued at the end of the engagement. The auditor's opinion is intended to attest to the accuracy and veracity of the company's financial statements and has a significant impact on the company's stakeholders. In addition, the auditor's opinion can have an impact on the results achieved by a company during a financial year, as the auditor may identify certain significant matters relating to reliable reporting and, ultimately, the company may be required to correct certain irregularities identified by the auditor. The purpose of this study is to determine the extent to which the opinion expressed by the auditor at the end of its engagement has an impact on the current results of a company. The target population of the study is Romanian companies listed on the main market of the Bucharest Stock Exchange. The resulting sample consisted of 63 listed companies. A number of variables, both financial and non-financial, were introduced in the analysis, relevant for obtaining the results. The analysis methods used are ANOVA and logistic regression analysis. The results obtained show that the opinion expressed by the auditor in the final report has a significant impact on the presentation of financial results, both quantitatively and qualitatively.

Keywords: audit opinion, results, impact, stakeholders

SUSTAINABILITY AUDIT IN THE CSRD ERA: FROM COMPLIANCE TO STRATEGY

DORNEANU ELENA CRISTINA

Alexandru Ioan Cuza University of Iasi
Iasi, Romania
cristina_dorneanu@yahoo.com

Abstract

The article examines the role of audit in sustainability reporting, following the transposition of the CSRD Directive into Romanian legislation. It highlights new corporate obligations to report on environmental, social, and governance (ESG) issues and the critical role of auditors in ensuring accuracy. The paper emphasizes the importance of double materiality, ESRS standards, and a clear assurance framework. Sustainability auditing becomes a key tool for corporate transparency, accountability, and stakeholder trust, aligning companies with sustainable development goals and the green transition required by EU regulatory frameworks.

Keywords: sustainability audit, ESG reporting, CSRD compliance, double materiality, corporate responsibility

CONNECTION ANALYSIS OF TOURISM, ECONOMIC GROWTH AND CARBON EMISSIONS IN THE EUROPEAN UNION

CHIRILĂ VIORICA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
vchirila@uaic.ro

CHIRILĂ CIPRIAN
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
chcip@uaic.ro

Abstract

This study analyses the relationship between tourism, economic growth and carbon dioxide emissions in the European Union member countries during the period 1990-2023. The research highlights the interaction between the variables mentioned. The results of the econometric models highlight the short-term and long-term effects. Although tourism causes economic growth by stimulating investments in infrastructure, and job creation at the same time causes an increase in carbon dioxide emissions due to additional transport activities and additional demand for goods and services. The effects of tourism on economic growth and carbon dioxide vary over time. In the short term, the results of the econometric analyses demonstrate that the impact of tourism is significant on economic growth and carbon dioxide emissions and in the long term the impact is reduced, suggesting possible sustainability decisions that are implemented.

Keywords: tourism, CO2 emissions, economic growth, panel data analysis.

CORPORATE GOVERNANCE AND GOING CONCERN RISK: INSIGHTS FROM ROMANIAN LISTED COMPANIES

ANDREEA MOCANU
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
andreeam_vs@yahoo.com

IOAN-BOGDAN ROBU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
bogdan.robu@feaa.uaic.ro

Abstract

The assessment of a company's ability to continue as a going concern is a key element in financial analysis and decision-making, as it directly influences stakeholders' confidence and strategic responses. While the going concern assumption is fundamental to the preparation of financial statements, its evaluation depends on various internal and external factors. Among these, corporate governance practices play a pivotal role in supporting long-term organizational viability. Effective governance structures can enhance transparency, mitigate financial distress, and ultimately shape auditors' judgments regarding the company's capacity to sustain operations in the foreseeable future.

This paper examines whether corporate governance quality—measured through board structure, director independence, audit committees, and transparency practices—affects auditors' reporting of going concern uncertainties. The study analyses data from companies listed on the Bucharest Stock Exchange between 2018 and 2023, a period that includes both economic turbulence and recovery. Corporate governance attributes and auditor disclosures were manually extracted from annual reports and financial statements. Logistic regression was used to assess the relationship between governance quality indicators and going concern reporting. Initial findings suggest a significant association between stronger corporate governance practices and a lower incidence of going concern disclosures by auditors. Companies with higher governance quality tend to receive fewer audit reports highlighting going concern uncertainties.

Keywords: corporate governance, going concern, financial reporting, audit quality, Bucharest Stock Exchange

MAPPING THE ROOTS OF SUSTAINABILITY DISCLOSURE: A REGRESSION TREE APPROACH TO ROMANIAN BANKS

MIHAELA CUREA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mihaela.curea@feaa.uaic.ro

MARIA CARMEN HUIAN
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
maria.huian@uaic.ro

MARILENA MIRONIUC
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
marilena@uaic.ro

Abstract

Sustainability plays a major role in the banking sector, influencing transparency, accountability, and long-term economic stability, which ultimately enhances the overall quality of life. This study examines the key determinants of Sustainable Development Goals (SDG) reporting in the Romanian banking sector from 2017 to 2023, utilizing a mixed-method approach that integrates content analysis, fixed-effects regression, and regression trees. The analysis, based on 17 commercial banks, identifies report size and type as primary factors influencing SDG disclosure quality. Gender diversity within governance structures emerges as a positive driver of transparency, though its impact varies depending on bank-specific characteristics. Conversely, board independence and meeting frequency display limited or even negative effects, suggesting organisational inefficiencies in sustainability governance. Furthermore, improving sustainability practices in banking not only strengthens regulatory compliance but also builds stakeholder trust and contributes to broader societal well-being. The study's methodological contribution lies in combining regression models with regression trees to capture complex, non-linear relationships. Banks in emerging economies represent an underexplored setting for SDG reporting research, making this study particularly relevant for understanding sustainability dynamics in such contexts. These findings offer valuable insights into the evolving sustainability reporting landscape in emerging economies, emphasizing the role of corporate governance in fostering transparency and accountability in the banking sector.

Keywords: Sustainable Development Goals (SDGs), sustainability disclosure, regression tree, banking sector

ON THE BOOK-TAX DIFFERENCES IN THE CASE OF SOME ROMANIAN COMPANIES LISTED ON THE AERO MARKET OF THE BUCHAREST STOCKS EXCHANGE

COSTEL ISTRATE
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
istrate@uaic.ro

Abstract

On the Romanian financial market, companies listed on the AeRo segment have to present financial statements according to Romanian Accounting Standards (RAS). The smaller size of these firms, as well as the fact that they apply Romanian Accounting Standards, makes these entities much closer to the standard profile of most Romanian firms. Thus, the results of the analysis can be more easily extended to all firms operating in Romania. The evolution of the Romanian accounting and tax rules led, at a certain point, to the explicit and, theoretically, quite extensive disconnection between the accounting criteria of recognition of revenues and charges, on the one hand, and the tax criteria of recognition, on the other. Therefore, the book-tax differences (BTD) can be identified by comparing the accounting net income, as reported in the profit and loss account, with the taxable income reconstituted as the ratio between the corporate tax expense and the tax rate. For the period 2010-2023 and for more than 3,500 observations, we have calculated the differences between the net income and the reconstituted taxable income. We found that, on average, BTD are significant. By analysing the level of winsorized absolute BTD by some very common variables, we find that BTD firms are larger for smaller firms, for firms with more fixed assets, lower leverage, lower ROA, lower ration of cash/assets, for firms with female CFOs, firms with more local auditors, and firms with modified audit opinions.

Keywords: accounting net income, taxable income, Romanian Accounting Standards, book-tax differences, AeRo market

LOOKING FOR LOCATION: A PERSPECTIVE ON EU COUNTRIES' FDI INFLOWS

AEVOAE GEORGE-MARIAN
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
george.aevoae@uaic.ro

DICU ROXANA-MANUELA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
rm.dicu@gmail.com

SCORȚESCU FLORIN-IOAN
Petre Andrei University of Iasi
Iasi, Romania
florisscortescu@gmail.com

MARDIROS DANIELA-NEONILA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mardirosdanielajob@gmail.com

Abstract

The impact of foreign direct investment (FDI) on the economies of host countries is different from one economy to another, depending on the specific, concrete conditions existing at the social, cultural, educational and political levels, as well as the degree of prior penetration of foreign capital. Therefore, it is important to identify the possible correlations between FDI and a series of economic and social indicators. At the level of the European Union, FDI is attracted to countries with low GDP per capita in order to stimulate economic development and mitigate the discrepancies between developed and developing countries. As for trade openness, this is a residual variable resulting from a regression relationship of the influence of GDP on imports. Basically, it takes into account all the other factors that can lead to attracting FDI. This variable is expected to have a positive effect. As for the significant influencing factors, we note human capital (HC) and trade openness (OPEN), both with positive influence. In the case of the first factor, it denotes a responsibility of the companies in terms of the salary of subordinate personnel and their stimulation through advantages of a salary nature and protection and security at work. We also find that EU membership is a positive factor for FDI inflows, even though it is apparently not a significant one.

Keywords: foreign direct investments, economic development, EU

FRAUD RISK ANALYSIS THROUGH MACHINE LEARNING TECHNIQUES: THE CONTRIBUTIONS OF THE RANDOM FOREST MODEL TO SUSTAINABLE DEVELOPMENT

MARIA-COSMINA IORDACHE
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
mariacosmina.iordache@gmail.com

IOAN-BOGDAN ROBU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
bogdan.robu@feaa.uaic.ro

Abstract

In the current context marked by accelerated digitalization and increasing pressure on companies to adopt sustainable practices, identifying financial fraud risk has become a strategic priority. It is not only an operational necessity with a major impact on sustainability but also an essential tool for strengthening corporate governance and achieving the objectives set by the 2030 Agenda for Sustainable Development. Traditionally, the detection and prevention of financial fraud have relied on financial audits, statistical methods, and rule-based systems. However, the effectiveness of these approaches is limited in the face of increasingly sophisticated fraud techniques. In this regard, Random Forest algorithms, as part of machine learning, offer innovative solutions through their ability to analyse large volumes of data and identify complex patterns that are difficult to detect using classical methods. The objective of this research is to examine the applicability and effectiveness of the Random Forest algorithm in detecting fraud risk and to highlight the impact of this approach on

the four dimensions of sustainable development: economic, social, environmental, and governance. Based on financial and non-financial data collected from reports of energy sector companies listed on the Bucharest Stock Exchange, a predictive model using Random Forest will be developed to identify nonlinear relationships and distinguish companies with a high risk of fraud. The evaluation of the model's performance, along with the analysis of relevant variables, enables the outlining of a profile for companies vulnerable to fraud and offers valuable insights into the risks associated with a lack of financial transparency. The results underscore the robustness of the Random Forest algorithm in uncovering complex relationships between financial and non-financial indicators, reinforcing its status as an effective analytical tool. Furthermore, the research argues that integrating artificial intelligence into financial auditing processes significantly contributes to increasing efficiency, boosting confidence in capital markets, and aligning companies with internationally promoted sustainability standards. Finally, the study proposes a relevant methodological framework for assessing financial fraud risk in the context of sustainable development and highlights the usefulness of Random Forest algorithms as an interpretable and high-performing solution for improving fraud detection systems and promoting transparency in corporate reporting.

Keywords: machine learning, Random Forest, fraud risk, sustainable development.

SOME ELEMENTS ON THE ORIGIN AND CONTENT OF ROMANIAN ACCOUNTING REPORTING OBLIGATIONS IN RELATED PARTY TRANSACTIONS

COSTEL ISTRATE
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
istrate@uaic.ro

Abstract

There are two broad approaches in the literature on related party transactions (RPT). On the one hand, they are considered to represent a risk of misappropriation of funds to the detriment of shareholders, especially minority shareholders, because these transactions are not carried out on market terms. On the other hand, such transactions are considered to simplify and streamline the work of some entities. Either way, accounting standard setters, as well as regional or global organizations, set special reporting obligations for firms involved in related party transactions. In Romania, in the national accounting rules, these reporting obligations are taken as such from the European Directive 34/2013 and are inspired, at the same time, from the international standard IAS 24. We can classify the reporting obligations in the case of related parties into two broad categories. First, there are obligations to disclose the transactions in the notes for all types of transactions, regardless of the nature of the related parties. Secondly, for the components of a group, there are obligations to prepare consolidated financial statements by following specific procedures; the latter obligations are, however, limited by the fulfilment of certain size requirements by the groups concerned.

Keywords: Related party transactions, Romanian Accounting Standards, European Directive 34/2013, disclosure obligations, consolidation rules

TRACK 6: AI, BIG DATA, AND MACHINE LEARNING IN DIGITAL EDUCATION AND GOVERNANCE

Room B618 (B building) and on-line Microsoft Teams (https://tinyurl.com/2mkz3emc)

Chairs:
Associate Professor PhD. Cătălin VRABIE, National University of Political Studies and Public Administration, Bucharest, Romania
Professor PhD. Alexandru ȚUGUI, Alexandru Ioan Cuza University of Iasi, Romania
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MULTI-MODAL E-GOVERNMENT 3.0: INTEGRATING NLP AND COMPUTER VISION FOR SMART CITY PETITION MANAGEMENT

CATALIN VRABIE
National University of Political Studies and Public Administration
Bucharest, Romania
catalin.vrabie@snspa.ro

Abstract

Local governments increasingly face challenges from large volumes of citizen petitions submitted through online platforms, including text-based e-petitions and image-based service requests. E-government 3.0 envisions using artificial intelligence (AI) to enhance responsiveness and governance. This study introduces a unified AI framework that combines natural language processing (NLP) and computer vision (CV) to analyze such petitions. An anonymized corpus of e-petitions and a dataset of submitted images serve as the testbed. The NLP model classifies and prioritizes textual petitions using layered features such as content, location, and user profile. The CV model employs image classification and object detection to detect urban issues in photos. The text model autonomously addressed a large portion of routine petitions when confidence was at or above 90%, and flagged novel or urgent cases for human review. The image model achieved ~92.8% accuracy in classifying infrastructure problems, with precision 0.93, recall 0.91, and an average processing time of ~3 seconds per image. International examples, such as the U.K. Parliament's e-petitions and Brazil's smart city pothole detection system, confirm the scalability of this approach. The integrated AI system enabled swift municipal responses to diverse petition formats, enhancing cities efficiency and accuracy while providing a replicable model for smarter governance. This work demonstrates the potential of AI-driven text and image analysis to improve citizen engagement, public service delivery, and trust in digital governance.

Keywords: e-government, smart city, petition management, AI

CAN ARTIFICIAL INTELLIGENCE SERVE THE SOCIAL ECONOMY? TOWARDS ALGORITHMIC INFRASTRUCTURES FOR COMMONS BASED DEVELOPMENT

DIEGO ACOSTA GIJÓN
University of Seville
Doctoral Program in Economic, Business and Social Sciences
Department of Economics and Economic History
dieacogij@alum.us.es

DANIELA-TATIANA AGHEORGHIESEI
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
dtc@uaic.ro

OVIDIU STOICA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
ostoica@uaic.ro

Abstract

The social economy—rooted in principles of democratic governance, collective well-being, and territorial solidarity—has become an increasingly relevant axis for addressing socio-economic disparities and institutional fragilities across the European Union. In parallel, Artificial Intelligence (AI) is rapidly expanding its presence in domains traditionally guided by public and community logic, such as social services, urban planning, and economic development. This convergence raises a fundamental question: to what extent can AI infrastructures be aligned with the normative and operational frameworks of the social economy, rather than entrenching technocratic, centralized, or extractive models of development? This paper explores both the enabling potential and structural risks associated with the integration of AI into social economy ecosystems, particularly in territorially vulnerable contexts marked by demographic decline, governance asymmetries, and limited access to strategic resources. The analysis focuses on the conditions under which AI—if governed with a high degree of contextual sensitivity and normative restraint—might reinforce commons-oriented development through the recognition of relational capital, support for participatory governance arrangements, and the promotion of equitable distribution mechanisms. At the core of this reflection is the notion that digital architectures conceived not only within the limits of legality and ethics, but oriented toward community-driven objectives, territorially embedded knowledge, and the safeguarding of social cohesion are possible. Emphasis is placed on critical dimensions such as co-design processes with relevant stakeholders, and structural safeguards against the reification of data asymmetries and the homogenisation of context-specific realities. From a regulatory standpoint, the paper engages with the emerging European AI governance framework—particularly the Artificial Intelligence Act—and examines its implications for subsidiarity, digital rights, and inclusive innovation. It argues for a recalibrated model of AI deployment: one that augments rather than supplants local agency and community-led initiative. In doing so, the paper advocates for a paradigm shift in the technological agenda of the EU—one that transcends the binary of innovation versus protection and instead conceives AI as a tool whose legitimacy must be grounded in democratic participation, territorial equity, and institutional coherence. By articulating a roadmap for AI adoption within the ethical and procedural logic of the social economy, this contribution seeks to reinforce cohesion, sustainability, and citizen agency as core dimensions of Europe's digital future.

Keywords: Social Economy, Artificial Intelligence, Commons-Based Development, Civic Infrastructure, Algorithmic Subsidiarity, Territorial Governance, EU AI Regulation

TOWARDS DIGITAL SOVEREIGNTY: INTER-CLOUD MIGRATION TO EUROPEAN INFRASTRUCTURE

ANA-MĂDĂLINA CĂRĂUȘU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
madalinacarausu@gmail.com

COSMIN IRIMIA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
irimia.cosmin@gmail.com

ADRIAN IFTENE
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
adiftene@gmail.com

Abstract

In an era where the global digital infrastructure is dominated by American giants, we can no longer consider the inter-cloud migration just a technological process, but an essential element for ensuring digital sovereignty, information security, and legal compliance. One of the most critical issues of our times is vendor lock-in, both technically and geopolitically. Most of the data currently stored in the cloud is on one of the three giants' infrastructure: Amazon Web Services, Google Cloud Platform, and Microsoft Azure. Throughout the research phase, we will analyse in detail the process, benefits, and challenges of migration from the aforementioned American providers to European ones. The services of each proposed cloud provider will be studied, along with the differences in terms of cost, availability, geographical coverage area, and, last but not least, compliance with applicable regulations. Subsequently, a migration tool will be presented, which automates the critical steps of the migration, maps equivalent but different services, and significantly reduces manual effort. This solution covers the migration of the most common services: compute instances, databases, storage, and serverless functions. It makes the migration repeatable, controllable, documented, and the whole process transparent, with an emphasis on portability and efficiency.

Keywords: Inter-cloud migration, Cloud service mapping, Digital sovereignty, Vendor lock-in, European cloud providers

AI-ENHANCED MICROTARGETING IN DIGITAL MARKETING: COMPARATIVE ANALYSIS OF METHODS, BENEFITS, AND ETHICAL IMPLICATIONS

GOPȘA (m. POSTOLACHI) IULIA
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
iulia.postolachi@student.uaic.ro

Abstract

Artificial intelligence (AI) is transforming the way marketers understand and engage with their target audience. This paper examines the application of AI for microtargeting and micro segmentation in

digital campaigns, comparing several recent methods employed in real-world marketing. Techniques such as ensemble learning, predictive analytics, natural language processing, and decision trees are discussed through examples from industries like retail, automotive, and insurance. Their performance and limitations are summarized in a comparative table. While AI helps personalize messages and improve efficiency, it also brings challenges: messy data, complicated systems, and questions about ethics and privacy. Some tools, like Facebook's Lookalike Audiences or uplift models, are already used at scale, showing the potential of real-time targeting. This review is not only academic — it's meant to help companies choose what works best for them. Even though each business is different, the insights from existing studies can guide better decisions, save time and money, and avoid starting from scratch. By building on what has already been tested, marketers can create more effective strategies that are also responsible and transparent.

Keywords: Artificial Intelligence (AI), Microtargeting, Customer Segmentation, Predictive Analytics, Marketing Automation, Data Ethics, Machine Learning

ENHANCING AI DECISION-MAKING IN STRATEGY GAMES USING YOLO AND LARGE LANGUAGE MODELS

ANDREEA-ISABELA HAIURA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
andreea_haiura@yahoo.com

COSMIN IRIMIA COSMIN
Alexandru Ioan Cuza University of Iasi,
Iasi, Romania
irimia.cosmin@gmail.com

ADRIAN IFTENE
Alexandru Ioan Cuza University of Iasi,
Iasi, Romania
adiftene@gmail.com

Abstract

The development of intelligent agents for video games essentially requires access to an accurate representation of the game's internal state. In environments that provide dedicated APIs or where direct memory manipulation is possible with tools such as CheatEngine, this requirement can be relatively easily met. However, many games, especially the older ones, have built-in security mechanisms that restrict access to external modifications of memory. This limitation represents a significant obstacle for researchers and developers who wish to explore the interaction between artificial intelligence and such gaming environments. Simultaneously, the availability of large language models (LLMs), such as GPT (Generative pre-trained transformer), opens up new opportunities in the direction of high-level strategic reasoning. These models are capable of interpreting structured input and generating complex decisions like human reasoning. In this paper, we will focus on extracting the game state using the YOLO algorithm, both for detecting and classifying objects such as units, buildings, and types of resources, as well as for recognizing the numbers necessary for extracting resource values (food, wood, gold). Once this state is obtained, the focus will be on comparing several LLMs in generating strategies for the game, using two distinct approaches: zero-shot and few-shot.

Keywords: games, YOLO, LLM, AI

DIGITAL E-GOVERNANCE IN THE EURPEAN COUNTRIES: SAF-T. CHALLENGES AND OPPORTUNITIES FOR THE DIGITAL ECONOMY

PAULA COBZARU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
paula.cobzaru@staff.uaic.ro

ALEXANDRU TUGUI
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
altug@uaic.ro

Abstract

The digital age is increasingly recognized as the most efficient economic period for all nations, particularly those with a high level of digitization, such as the countries in the European Union, despite the existence of various gaps among them. For example, the non-ex-communist countries are more likely to have a high degree of economic wealth and stability, while the newer Eastern countries in the EU are stepping ahead with the implementation of digital tools in the governance area. They aim to reduce corruption and the grey economy in the public administration of institutions, companies, and individuals. Countries such as Romania, Bulgaria, Hungary or Poland, but also Portugal or France, are gradually implementing SAF-T. We may consider SAF-T to be a unique ledger or a tax mirror from the micro to macro-economy. It is also a pre-audit digital process that is been implementing gradually, legally, periodically or on-demand since 2008 in companies as tax units, to identify various errors in accounting and transactions. In this paper, we want to find out and clarify the up-to-date results among these countries and how SAF-T can become a better way to improve governance in the digital economy. We use both a historic analysis and a systematic approach in the scientific literature and official reports within this area. We discover that early adopters can overcome challenges and difficulties in the long term, but companies and small organizations tend to lose privacy and focus on innovation. The benefits also include transparency and easier, faster, and less costly processes. Our results may also become beneficial proof of how different tax systems come together to common goals.

Keywords: digital economy, e-governance, SAF-T, innovation, macro-economy, EU countries

IS MACHINE LEARNING A TOOL FOR ANALYZING EARNINGS MANAGEMENT?

EUSEBIU IORDACHE
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
eusebiu.jordache@gmail.com

Abstract

A phenomenon studied in the literature and encountered in practice is earnings management, which serves as an indicator of the quality of accounting and financial reporting. In general, this practice is carried out by managers with the aim of managing the company's results in order to achieve certain goals or interests. The main objective of machine learning is to design an algorithm capable of learning how to perform tasks by generalizing information obtained from examples. In the literature, when it comes to detecting, analysing, and predicting earnings management, the focus has traditionally been on identifying the phenomenon through classical statistical approaches. However, these methods face certain limitations due to assumptions such as linearity, normality, and the independence of variables.

In recent years, artificial intelligence and data mining techniques have been developed and found applicable in economics, and implicitly in the field of accounting. Based on these advancements, machine learning technology has become increasingly effective in managing large financial databases and can act as a complementary tool to professional judgment. The objective of this paper is to review the literature in order to investigate the machine learning methods used to detect, analyse, and predict the practice of earnings management. At the same time, the limitations of applying machine learning technology in relation to earnings management techniques are also analysed.

Keywords: earnings management, machine learning, financial reporting

A POTENTIAL HYBRID AI-DRIVEN MEDICAL SUPPORT SYSTEM WITH GUIDELINE INTEGRATION COMPLYING WITH EUROPEAN REGULATIONS

MARIA-ECATERINA OLARIU

Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mariaecaterina.olariu@gmail.com

Abstract

The public appearance of generative Artificial Intelligence has sparked a newfound interest in utilizing these technologies for their capabilities in processing textual and visual information. Large Language Models (LLMs) offer a novel way of processing medical guidelines, allowing for better maintenance of currency with the most recent versions, particularly as European Society of Cardiology (ESC) guidelines undergo updates. This research proposes the development of an AI-driven framework that will automatically integrate and update following European medical guidelines, ensuring full compliance with the GDPR and the emerging AI Act. The suggested hybrid AI framework would include Natural Language Processing (NLP) for automated guideline analysis for updating the knowledge graphs containing structured medical knowledge, and explainable AI (XAI) components for transparent decision-making and workflow integration resistance that might arise from medical professionals. The system will use reinforcement learning to adapt to individual practitioner behaviour and experience level, while maintaining adherence to standardized European standards of care. The proposed solution would include privacy-by-design principles to follow GDPR regulation, by using end-to-end encryption and extensive consent management systems. The AI Act classifies the use of AI in healthcare systems as high-risk, and to address the additional requirements, the framework will integrate comprehensive risk management protocols, bias monitoring, and detailed technical documentation with algorithmic transparency. The expected outcomes of this research involve reducing the manual labour of guideline integration while guaranteeing consistent adherence to European medical standards across diverse healthcare settings. While many current CDSS implementations have shown promise in specific clinical scenarios, none have successfully combined guideline compliance, practitioner adaptation, and real-time support in a comprehensive system. The proposed system addresses this gap through an architecture that must balance standardization with personalization.

Keywords: Artificial Intelligence, Medical Guidelines, GDPR and AI Act Compliance, AI in Healthcare.

ARTIFICIAL INTELLIGENCE AND DIGITAL GOVERNANCE: THE IMPACT OF EMERGING POLICIES ON BUSINESS TRANSFORMATION IN THE ERA OF BIG DATA AND MACHINE LEARNING

CARMEN TODERAŞCU
Alexandru Ioan Cuza University of Iasi,
Iasi, Romania
carmentoderascu@gmail.com

IERONIM ŞTEFAN
University of Craiova
Eugeniu Carada Doctoral School of Economics
Institute of Financial Studies
Bucharest, Romania
stefan.ieronim.georgian@gmail.com

Abstract

The accelerated digital transformation driven by Artificial Intelligence (AI), Big Data, and Machine Learning (ML) is fundamentally reshaping governance models and the dynamics of the business environment. This paper explores how emerging public policies, adopted at both European and international levels, influence decision-making processes, innovation capacity, and corporate competitiveness in the context of the new digital economy. Focusing on initiatives such as the EU Artificial Intelligence Act, the European Data Strategy, and digital ethics regulations, the study highlights their impact on organizational adaptability and sustainability. Using an interdisciplinary and practice-oriented approach, the research identifies both opportunities and challenges these policies pose for the private sector, especially regarding algorithmic accountability, data protection, and equitable access to technology. The findings offer policy recommendations for inclusive digital governance that supports innovation and business resilience within a regulated yet enabling framework.

Keywords: digital governance, public policy, Artificial Intelligence, Big Data, Machine Learning, digital transformation, algorithmic ethics, business environment.

THE USE OF SOCIAL MEDIA TECHNOLOGIES IN PRE-UNIVERSITY EDUCATION: A LITERATURE REVIEW

ELENA GEORGIANA ZAMFIROIU
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
georgiana_zamfiroiu@yahoo.com

MIRCEA GEORGESCU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
mirceag@uaic.ro

Abstract

Regardless of personal preferences, social media technologies have become an integral part of contemporary life, rapidly emerging as primary channels of communication and information for a

significant portion of the global population—though the accuracy of such information is not always guaranteed. Younger generations, commonly referred to as Generation Z and the succeeding Generation Alpha, are exposed to and proficient in digital technologies and social media platforms from an increasingly early age. The current educational system struggles to keep pace with the accelerated advancement of technology and the unprecedented speed at which information is disseminated. In the present era, access to information is virtually unrestricted, no longer confined to books or other traditional print media. This article serves as a preliminary exploration within a broader research initiative aimed at integrating social media technologies into the pre-university educational environment. It seeks to provide a comprehensive review of existing international literature on the subject, analysing key findings and evaluating their implications for the academic context.

Keywords: technologies, social media, education

INTERDISCIPLINARY METALANGUAGE CLASSIFICATION IN MATHEMATICS AND COMPUTER SCIENCE USING NEURAL NETWORK

ELENA KRAMER

Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
Software Engineering Department, Braude College of Engineering,
Karmiel, Israel
elenak@braude.ac.il

Abstract

Providing students with effective learning resources is crucial for improving educational outcomes, especially in fields like Mathematics and Computer Science that encompass complex and diverse concepts. To better understand how these areas are taught, we investigated the linguistic structures underlying academic texts across selected domains of Mathematics and Computer Science. Specifically, we examined the meta-languages used in different subfields of both disciplines. The primary goal of this study is to identify which subfields share similar meta-languages, enabling us to rephrase content from less familiar areas in a style that students already know from more familiar ones.

In this research, we compiled text corpora from various subfields of Mathematics and Computer Science. We employed advanced natural language processing (NLP) techniques— including lemmatization and tokenization—to strip away domain-specific terminology. Both supervised (Neural Network) and unsupervised (clustering) approaches were used to compare these meta-languages. We applied multiple clustering algorithms (K-means, PAM, Density Clustering, and Gaussian Mixture) to measure the similarities among different fields. To validate our classification outcomes, we utilized XLNet, a Deep Learning model. Our findings demonstrate how different subfields can be grouped based on the similarity of their meta- languages, offering insights to improve the way educational materials are adapted and presented to students.

Keywords: metalanguage, neural network, NLP

SEEING BEYOND THE DATA: ENHANCING DATA VISUALIZATION WITH NATURAL LANGUAGE UNDERSTANDING

DANIELA PETREA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
danapetrea.dp@gmail.com

COSMIN IRIMIA
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
irimia.cosmin@gmail.com

ADRIAN IFTENE
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
adiftene@gmail.com

Abstract

Nowadays, nearly every field, from finance to scientific research, is generating massive amounts of data that can take many forms: tables showing financial results, measurements from lab experiments, or even logs tracking people's daily activities. Most of the time, data is stored in formats like CSV or JSON. Understanding data is often much harder than getting it. The tools designed to help with data analysis and visualization are usually built for experts. They often have complicated interfaces or require knowledge of technical languages, such as SQL. Moreover, being commercial applications, they entail licensing costs that can be high, especially for public institutions or educational projects. As a result, a lot of people who need to work with data can't easily access or use it. In addition, the process is often spread across multiple apps just to upload, view, and analyse the data, which makes things more complicated and time-consuming than they need to be. In recent years, artificial intelligence has evolved significantly. Now, large language models can answer questions posed in natural language without the user having to write code. Even better, new models called vision language models have been developed that can also interpret images and graphics, not just text. These developments make it possible to simply ask in simple words what a graph shows or what data is in a table. This project was driven by both personal experience and a broader need: helping people understand data more easily. This paper presents an application that simplifies the whole process, allowing users to upload files, view visualizations automatically, and ask questions about their data without needing technical skills. It also combines two types of artificial intelligence: one that understands tables and another that reads graphs, both of them running entirely on the user's computer. Designed to be utilized without technical understanding, the interface of the application is clear and user-friendly.

Keywords: Data Visualization, Data Accessibility, Artificial Intelligence, Natural Language Processing, Vision-Language Models

WHERE IS THE CAPITAL IN THE DIGITAL ECONOMY? THE CASE OF THE EU COUNTRIES

PAULA COBZARU
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
paula.cobzaru@staff.uaic.ro

ALEXANDRU TUGUI
Alexandru Ioan Cuza University of Iasi
Iasi, Romania
altug@uaic.ro

Abstract

Capital is an old concept that gained new forms, validation, and value with the technological revolutions in history. If the agrarian economy meant capital in land and animals, the first tech revolution (18th-19th centuries) changed its forms to physical tools, wheels, equipment, and fabrics, and that led to a quick development, increase, and circulation of the financial and human capital. Today, we live in the digital age, which represents a new transfer from physical to digital forms and from material to more abstract or virtual stages. In this paper, we aim to identify the new forms of capital in the 21st century, particularly within the European Union, and examine how they are rapidly evolving to create new digital assets, products, and services. We employ both a historical and a systematic approach to distinguish the main forms of capital, assess the importance and evolution of each digital transformation within the EU, and analyze how these strategic and geopolitical areas contribute globally compared to previous industrial revolutions. The definition of capital has undergone a transformation. New capital is more volatile and interchangeable, from digital money to knowledge, from intellectual property to digital skills, or from digital platforms to virtual land or health AI tools, but EU economies are not anymore, the leading power as before. As a result, reducing economic disparities between countries and sustainable growth can be the main goals of digital evolutions.

Keywords: digital economy, digital capital, digital money, digital assets, financial asset, economic evolution

THURSDAY, 19TH OF JUNE 2025

2:00 A.M. – 4:30 A.M.

WORKSHOP

"YOUNG PROFESSIONALS IN EUROPEAN ADMINISTRATIVE AREA"

CHAIRS:

Professor, PhD. Gilles GRIN

Associate Professor, PhD. Elena CIGU

Room B611

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EDU-SMART-AI: AN INTELLIGENT SYSTEM FOR DEVELOPING DIGITAL COMPETENCIES AND ETHICS IN CHILDREN FROM RURAL ROMANIA

AUGUSTIN MARIUS AXINTE

Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
augax@yahoo.com

Abstract

In the context of the rapid expansion of the digital economy, the early preparation of students for responsible and effective interaction with technology has become a strategic educational necessity. In Romania, disparities between urban and rural areas limit children's access to relevant digital resources, leading to a significant educational gap. This article introduces and describes EduSmartAI, an artificial intelligence–based prototype system specifically designed for preparatory-grade students in Romania's rural communities. The system aims to foster early digital literacy, promote digital ethics, and reduce cheating behaviours, while being adapted to the infrastructural and cultural characteristics of rural environments. The study is grounded in an extensive review of both international and national literature regarding the use of AI in early childhood education, alongside a critical assessment of existing systems that fail to address the needs of learners from marginalized communities. Through an interdisciplinary methodological approach—combining educational engineering, digital pedagogy, and ethical interaction design—the author proposes a scalable model with offline functionality, culturally adapted interface, positive gamification strategies, and cheating-prevention modules based on constructive feedback. The projected outcomes of the system include increased digital autonomy among students, improved attitudes toward technology, reduced anxiety related to digital learning, and enhanced engagement from both parents and teachers. The article concludes with future directions for research and development, emphasizing the necessity of scaling the pilot program to a national level. EduSmartAI not only digitalizes rural education but also ethically, accessibly, and sustainably reimagines it, contributing to the equitable integration of all Romanian children into the future digital economy.

Keywords: Artificial Intelligence in Education; Digital Literacy; Early Childhood Education; Rural Schools; Educational Technology; Ethics in Technology; Romania; Gamification; Digital Divide; Adaptive Learning Systems

INNOVATION AND COMPETENCE: THE ROLE OF HUMAN RESOURCE DEVELOPMENT IN PROMOTING EFFECTIVE E-GOVERNMENT

RĂZVAN-IONUȚ CROITORU
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
croitoru.razvan@staff.uaic.ro

Abstract

Given the fact that digitalization has become an essential condition for the efficient functioning of modern public administration, this research analyses how emerging technologies implemented in local public administration in Romania influence the development of human resources and, implicitly, the principles of good governance. The main objective is to highlight how investments in continuous training, performance evaluation and merit-based promotion systems influence the efficient use of IT systems applicable at the level of local authorities for the efficient and effective management of public interest needs and requirements. Using a complex methodological approach, which includes literature review, legislative analysis, questionnaire application, case studies and desk review, this research aims to determine the extent to which these practices support accountability, transparency and citizen satisfaction. The results indicate that investments in human resources development, especially in digital skills, are priority elements for modernizing, empowering and increasing the transparency of local government. In conclusion, this paper emphasizes the importance of adopting strategic policies for training and continuous development of human resources, as a foundation for creating an innovative, efficient and citizen-oriented local public administration in the twenty-first century.

Keywords: E-Governance, Digitalization in Public Administration, Human Resources, Local Governance, Performance Management.

ETHICS OF ARTIFICIAL INTELLIGENCE IN BUSINESS: A CRITICAL REVIEW OF THE LITERATURE

DĂNĂILĂ DIANA
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
dianadanaila281@yahoo.com

Abstract

This paper aims to investigate, through a systematic analysis of the literature, the current state of research on the application and ethical implications of artificial intelligence in the business context. In a business environment marked by automation, decision algorithms, and massive amounts of data, the development and responsible use of AI technologies becomes not only an operational necessity but also a major ethical challenge. The aim of this paper is to provide an overview of how the literature addresses the complexity of AI ethics in business and to identify emerging directions. Methodologically, the study is based on a rigorous selection of scientific articles published between 2019 and 2024, extracted from international databases such as Google Scholar, Scopus, Web of Science, and ScienceDirect. The selection criteria included thematic relevance, scientific nature of the sources, and degree of topicality. The thematic analysis of the literature allowed us to identify dominant directions in academic discourse, particularly regarding the tension between technological innovation and ethical responsibility.

The paper critically analyses a number of recurring ethical challenges generated by the adoption of artificial intelligence in the business environment. These include the lack of transparency in the decision-making of algorithms that can perpetuate social inequalities, vulnerabilities related to personal data protection, and the difficulty of assigning responsibility in the event of automated errors. Rather than simply listing these risks, the study explores how the literature proposes solutions, ranging from the introduction of ethical codes to the establishment of ethics committees within companies.

The conclusions highlight that ethical AI should not be treated exclusively as a compliance tool, but as an essential strategic component for building trust, sustainable competitive advantage, and social responsibility. The paper provides a solid conceptual basis for future research and proposes benchmarks for the development of public policies and ethical governance mechanisms tailored to the global digital economy.

Keywords: artificial intelligence, business ethics, ethical artificial intelligence, international business, responsibility.

CHAT GPT-ASSISTED BIBLIOMETRIC ANALYSIS OF UPCYCLING LITERATURE: METHODS, THEMES AND TRENDS

CIPRIAN-FLORIN DASCĂLU

Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
ciprian.dascalu@uaic.ro

Abstract

This research presents a bibliometric analysis of upcycling literature, assisted by ChatGPT models, aimed to identifying the main trends, themes, and methods in upcycling research. A database of 72,916 articles was gathered from major scientific platforms such as Web of Science, ScienceDirect, and Scopus. The study applied keywords such as "upcycling business," "upcycling management," "upcycling design," and "upcycling knowledge." The research methodology incorporated advanced AI tools, including ChatGPT (models 4o for file merging, o3 for data cleaning, and o4-mini-high for visualizing results). Findings reveal a shift in upcycling research from traditional sustainability and waste management themes to more interdisciplinary approaches such as circular design, eco-materials, and artificial intelligence. Since 2020, emerging topics like closed-loop systems and the integration of digital technologies have diversified the field, reflecting its growing maturity. The study underscores the potential of AI as a methodological partner, highlighting its ability to enhance complex scientific workflows, particularly in the processing, visualization, and interpretation of bibliometric data.

Keywords: upcycling, artificial intelligence, bibliometric analysis, circular economy, sustainability

ENTREPRENEURSHIP AND THE DIGITAL WORLD: COMPARATIVE STUDY BEFORE AND AFTER COVID-19

BARZU RALUCA
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
barzuraluca@gmail.com

GIURGI ANA-MARIA
Alexandru Ioan Cuza University of Iași
Doctoral School of Economics and Business Administration
Iasi, Romania
anny.giurgi@yahoo.com

Abstract

This article explores the transformative impact of digitalization on entrepreneurship through a comparative analysis of the pre- and post-COVID-19 periods. The pandemic accelerated digital adoption across industries, reshaping entrepreneurial behaviour, business models, and market dynamics. Using a mixed-methods approach, this study examines shifts in entrepreneurial strategies, digital tool usage, funding mechanisms, and consumer interaction before and after the global health crisis. Data were collected from case studies, surveys, and relevant economic indicators, offering a multi-layered perspective on digital entrepreneurship trends. Findings reveal that while pre-COVID entrepreneurship was often limited by gradual digital integration, the post-pandemic landscape shows a marked pivot toward digital-first ventures, increased reliance on e-commerce, remote work, and platform-based ecosystems. The paper highlights regional and sectoral variations, identifies emerging opportunities and barriers, and offers policy and practice-oriented recommendations to foster resilient and inclusive digital entrepreneurship in the post-COVID era.

Keywords: entrepreneurship, behaviour, business models

THE IMPACT OF DISINFORMATION AND FAKE NEWS ON ELECTORAL CAMPAIGNS ON SOCIAL MEDIA

ROBERT-NARCIS BOTOȘÎNEANU
Alexandru Ioan Cuza University of Iasi
School of Economics and Business Administration
Iasi, Romania
botorobert@gmail.com

Abstract

This paper explores the profound impact of disinformation and fake news on electoral campaigns conducted via social media platforms. In the current digital age, political marketing has undergone a transformative shift, increasingly relying on social media not only for promotion and engagement, but also for shaping public opinion and electoral outcomes. While these platforms offer unprecedented reach and interactivity, they have also become fertile ground for the spread of fake news—intentionally misleading or fabricated information presented as legitimate journalism.

The first part of this study synthesizes the existing literature on political marketing within the context of social media, focusing on case studies from the United States, particularly Barack Obama's and

Donald Trump's campaigns. It identifies the foundational elements of online political communication, best practices, and platform-specific strategies, particularly emphasizing Facebook, Twitter, and YouTube. The analysis also highlights how social media contributes to personal branding, targeted messaging, and voter mobilization. The core of the research involves a two-stage qualitative study. In the first stage, a content analysis of 10 fake news articles and 10 real news articles was conducted using sentiment analysis and textual pattern recognition tools. The findings show that fake news stories tend to employ more emotionally charged and negatively toned language, while real news articles aim for neutrality and objectivity. The second stage comprises semi-structured in-depth interviews with 48 participants, divided equally between age groups under and over 35. Respondents were exposed to manipulated and authentic news visuals to assess emotional response, memorability, and media consumption behaviour. The study found that younger respondents were generally more adept at recognizing fake news but also more emotionally reactive to sensationalist content. Conversely, older participants showed a tendency to trust content based on familiarity or perceived authority. Facebook emerged as the most influential platform for both exposure to and sharing of fake news. Furthermore, expert interviews provided critical insights into the mechanisms behind fake news proliferation, including algorithmic amplification, confirmation bias, and the erosion of journalistic standards. Based on these findings, the dissertation proposes a practical guide for political campaign teams to manage and counteract fake news in online environments.

In conclusion, the research underscores the urgent need for enhanced media literacy, regulatory oversight, and platform accountability to safeguard democratic processes from digital manipulation and misinformation.

Keywords: Political marketing, social media, fake news, electoral campaigns, disinformation

THE GREEN TRANSITION AND LABOUR MARKET RESTRUCTURING: AN EMPIRICAL STUDY OF EUROPEAN COUNTRIES

SILVIA-MARIA CARP
Alexandru Ioan Cuza University of Iasi
Doctoral School of Economics and Business Administration
Iasi, Romania
silvia.carp@uaic.ro

Abstract

In recent years, the European Union has become widely recognised as a leader in environmental multilateralism, as it has a comprehensive regulatory framework and various innovative financial instruments that enable it to promote ambitious climate policies. At the same time, the focus on green job creation highlights the social dimension of the green transition, positioning it as a driver of a fair transition, where social cohesion is integrated into economic and environmental development objectives. Taking all these aspects into account, our paper aims to investigate the impact of green jobs on the unemployment rate, analysing how a series of macroeconomic indicators influence market dynamics. Applying the FGLS (Feasible Generalised Least Squares) approach, our study focuses on a sample of 25 European Union member states, covering the period 1993-2022. The results of the panel data regression estimate indicate that investment in research and development, together with environmental protection expenditure, contribute to reducing unemployment in European countries by stimulating innovation and promoting sustainable economic sectors that generate green jobs. At the same time, economic growth and foreign direct investment facilitate labour market dynamics by creating new employment opportunities and transferring know-how, thereby increasing labour absorption capacity.

Keywords: green jobs, reducing unemployment, integrated policies, sustainable development, European Union